DOCUMENT RESUME

ED 040 302 24 VT 011 381

AUTHOR	Annis, William H.; Floyd, Richard G., Jr.
TITLE	An Interstate Investigation of Employment Opportunities and Educational Requirements for Jobs in Outdoor Recreation and Conservation Enterprises, Phase I. Final Report.
INSTITUTION	New Hampshire Univ., Durham. Agricultural Education Program.
SPONS AGENCY	Office of Education (DHEW), Washington, D.C. Bureau of Research.
BUREAU NO	BR-8-A-011
PUB DATE	Sep 69
GRANT	OEG-1-8-08A011-0015-058
NOTE	90p.
EDRS PRICE	EDRS Price MF-$0.50 HC-$4.60
DESCRIPTORS	*Educational Needs, *Employment Opportunities, *Entry Workers, *Occupational Information, *Recreational Facilities

ABSTRACT

To develop an instrument which would yield the educational needs of those desiring entry-level employment in organized recreation and supportive enterprises and to determine employment opportunities, data were collected through personal interviews with 59 employers in nine outdoor recreation enterprises and 50 employers in six supportive enterprises. The study was limited to two outdoor recreation areas in new Hampshire which served the general public and also offered employment. Supportive enterprises included eating and sleeping accomodations, service stations, sports shops, and stores in the two areas. An instrument was developed which could adequately collect data on the outdoor recreation complex with its supportive enterprises. Some findings were: (1) The recreation complex offers a variety of full-time, part-time, and seasonal employment, (2) Employment opportunities for the unskilled worker are greater during the summer, (3) Courses at secondary, postsecondary, and adult levels are needed in this area, and (4) The majority of job titles identified were below the managerial level with on-the-job training as the only method available to train new employees. (SB)

ED0 40302

PHASE I

Final Report
Project No. 8-A-011
Contract No. OEG-1-8-08A011-0015-058

AN INTERSTATE INVESTIGATION OF EMPLOYMENT OPPORTUNITIES AND EDUCATIONAL REQUIREMENTS FOR JOBS IN OUTDOOR RECREATION AND CONSERVATION ENTERPRISES

William H. Annis
Associate Professor, Agricultural Education

Richard G. Floyd, Jr.
Project Assistant

College of Life Sciences and Agriculture
Agricultural Education Program
University of New Hampshire
Durham, New Hampshire 03824

September 1969

The research reported herein was performed pursuant to a contract with the Office of Education, U. S. Department of Health, Education, and Welfare. Contractors undertaking such projects under Government sponsorship are encouraged to express freely their professional judgment in the conduct of the project. Points of view or opinions stated do not, therefore, necessarily represent official Office of Education position or policy.

VT011381

U. S. DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE

Office of Education
Bureau of Research

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

ACKNOWLEDGEMENTS

The Study Staff greatefully acknowledges the contributions of the Technical Action Panel of Carroll County and "The Big One" who contributed so much to this investigation. To Henry Corrow of the University News Bureau who provided publicity copy and radio bits for publicity. The people in the study area--none of those contacted refused to be interviewed.

In particular, acknowledgement is given to the following Carroll County people who gave of their time and effort. Stanley Judge, President, The Big One Association; Arthur "Gibb" Dodge, Extension Forester; Verland Ohlson, District Chief, U. S. Forestry Service; James Haine, Manager, Carroll County Work Unit, Soil Conservation Service; David Appleton, Superintendent of Schools & George Davidson, Director of Guidance, Kennett High School.

TABLE OF CONTENTS

Summary 1

Chapter I Introduction 3
- Rational 3
- Statement of the Problem 4
- Objectives of the Study 5
- Assumptions 5
- Methods of Investigation 5
- Limitations 6
- Definition of Terms 7

Chapter II Review of Literature 9

Chapter III Methodology 14
- Design 14
- Population and Sample 15
- Data Collection and Instruments 17
- Analysis of Data 20
- Time Schedule 21

Chapter IV Presentation of Data 22
- Employment Needs and Job Opportunities . . 22
- Competencies Needed for Entry Employment . 36
- Courses Offered in Forestry-Conservation and Recreation by Educational Institutions in the New England-New York Area 44
- Length of Seasonal Employment in Recreation and Its Relationship to Other Seasonal Employment 46
- Instrument Development 54

Chapter V Conclusions and Recommendations 60
- Conclusions 60
- Recommendations 61

Bibliography 62
- Books 62
- Research Publications 63
- Phamplets 67

Appendix A 68

Appendix B 77

LIST OF TABLES

TABLE

I Outdoor Recreational Enterprises Studied 16

II Enterprises Supportive to Outdoor Recreation Studied. 17

III Recreational and Supportive Enterprises Studied. 23

IV Employment Within Outdoor Recreation. 25

V Employment Within Supportive Enterprises 26

VI Relationship of Employees Residence to Study Area 28

VII Future Expansion Plans of Recreation Enterprises as Visualized by Owners and/or Operators. 29

VIII Future Expansion Plans of Supportive Enterprises as Visualized by Owners and/or Operators. 30

IX Job Titles Identified Within the Outdoor Recreational and Supportive Enterprises. . . . 32

X Formal Education of Employees Within Their Line of Work in Outdoor Recreation Enterprises. . . 37

XI Formal Education of Employees Within Their Line of Work in Supportive Enterprises. 38

XII Prior Work Experience of Employees Within Their Line of Work in Outdoor Recreation Enterprises 39

XIII Prior Work Experience of Employees Within Their Line of Work in Supportive Enterprises 40

XIV Employee Personality Traits Employers Consider to be of Importance Within Employees 42

XV Employee Personality Traits Employees Consider to be of Importance Within Employees 43

TABLE

XVI Educational Programs in Forestry, Conservation and Recreation in New England and New York . . 45

XVII Educational Programs Suggested by Employers in Outdoor Recreation and Supportive Enterprises. 46

XVIII Alternate Employment of Seasonal and Part-Time Help Employed Within Summer Outdoor Recreation 47

XIX Calendar Periods of Operation for Outdoor Recreation 49

XX Calendar Periods During Which Seasonal Help is Employed Within Outdoor Recreation 51

XXI Calendar Periods of Greatest Income to Supportive Enterprises 52

XXII Second Calendar Period of Greatest Income to Supportive Enterprises 53

SUMMARY

Summary of Procedures

The central problem of this study was to develop an instrument which would ascertain the educational needs of people who wish entry-level employment into the organized outdoor recreation complex and the enterprises deemed supportive to this complex.

This developmental phase of the study involved the collection and analysis of data from 59 employers in nine types of outdoor recreation enterprises and 50 employers in six groupings of supportive enterprises. The area studied was the economic area of upper Carroll and lower Coos Counties, and the Seacoast area of Rockingham County in New Hampshire. All organized recreation enterprises within the area were studied. The recreational supportive enterprises were studied in only the upper Carroll and lower Coos Counties area. These supportive enterprises were grouped and then randomly sampled. The study was designed to obtain answers to a number of questions relative to employment and educational needs within the recreation complex. The data were collected by the interview technique. Descriptive statistical techniques were used with no attempt made to make any statistical test interpretation.

Summary of Findings

1. Summer operations are varied, more numerous and tend to be smaller than winter operations.
2. All outdoor recreation enterprises hired full-time, part-time and seasonal employees in varying numbers. The resort hotels hired the largest number of employees with winter ski areas hiring the second largest number of employees. The total number of employees studied in outdoor recreation was 1653.
3. The recreation supportive enterprises hired a total of 953 employees in the full-time, part-time, and seasonal categories. Stores and eating and sleeping accomodations represented the two categories with the largest number of employees.
4. Most employers relied upon personal application or word of mouth to secure their employees in both the winter and summer seasons. Employment security

was used very little as a source of obtaining employees.

5. With the exception of beaches and marinas, all of the outdoor recreation enterprises expected to expand their facilities or services for their patrons.

6. Expected expansion within the recreation supportive enterprises was much less than in the outdoor recreation enterprises.

7. Sixty-three job titles were found within the outdoor recreation complex and supportive enterprises. Food, lodging, maintenance, sales, and management were found in the greatest frequency. Salary for entry level employees within the job titles ranged from $.64 to $3.50 per hour.

8. Few people with formal education specifically for the job title within which they were working were found in the study area.

9. Only 30 percent of the employees in outdoor recreation had prior work experience in their job titles. There were slightly more than 20 percent of the employees in the supportive enterprises who had prior work experience in their job titles.

10. Personality traits displayed by employees were of concern to the employers. Courtesy, appearance and pride in work rated the highest concern among the employers.

11. Fifty schools in New England and New York offered courses in the Agricultural Occupations area of forestry, conservation, and recreation. These courses are predominately on the secondary level with very few on the post-secondary level. Only one course was reported for the handicapped. There were no courses reported for adults or the disadvantaged.

12. Employers in the recreation and supportive enterprises suggested a total of 13 different subject matter areas which would be of help to their employees if courses could be offered. Mechanics, culinary arts, and management accounted for most of their suggestions.

CHAPTER I

INTRODUCTION

This study was conceived as consisting of three phases. The first phase of the study was to determine the feasibility of studying the organized outdoor recreation complex and to develop such instruments as were necessary to meet the objectives of the study. The second phase of the study is to collect and analyze data in the New England-New York area. From the analysis of data suggested curricular based on stated needs of the industry are to be developed. The third phase of the study is to develop a teacher education program which will provide on-the-job experience for teachers who will teach in either the secondary, post secondary or adult education programs offering entry employment level skills or upgrading employees now working in the recreation complex.

Rational

Outdoor recreation in the United States has experienced very rapid expansion since World War II. Growth has been especially evident in the densely populated Northeast. The bulk of this growth has been on an individual business or enterprise basis with only minimum co-ordination between operations. No regional or state master plans exist to project the number of outdoor recreation enterprises of a specific type which might survive within a given geographical region, or what supportive businesses and enterprises tend to best serve the recreationalist.

Formal investigation of outdoor recreation has been directed toward those factors which influence its growth and utilization. Questions such as, how many people will be involved in various recreational pursuits in the future, how many outdoor recreational areas do we need, and what will the average individual have to spend, in time and money, on recreation 10, 15, or 25 years from now. These were all very significant and important inquires for which answers should be sought. However, other factors were of equal, and possibly greater importance. One of these factors was to develop an understanding of the employment facet of the outdoor recreation complex.

The recreation complex holds many unanswered questions covering its employment. Why do people seek jobs in outdoor recreation? What are the employment opportunities? What types of skills and training is required of a person who desires employment within outdoor recreation? Where do, or might educational programs assist in developing and maintaining a desirable employment pattern? Answers to these questions need to be determined if outdoor recreation is to develop as a stable dynamic force in the economy. A major purpose of this study was to develop a data collecting instrument which would be useful in various economic regions of the Northeast when seeking answers to the above questions.

The complexity of employment within outdoor recreation required that it be investigated in a seasonally segmented fashion. The winter ski area manager may be the summer youth camp director or a ski instructor may be a seasonal carpenter. This type of variation along with differences in the size of operations, clientele being served, and types of services offered, point up the need for a study of this nature.

Preliminary data indicated that the entire recreational complex is restructuring itself at such a rapid rate that old and new employment problems are multiplying. The complexity of the emerging businesses requires skills beyond what is normally required of seasonal help. Many recreation enterprises have expanded to year-round operations to maintain key personnel in skilled job titles.

Considering the multitude of employee related problems, it appeared that a concentrated effort should be made to understand employment within outdoor recreation; and, to determine where educational programs can assist in developing better qualified employees to fill job opportunities.

The influence of outdoor recreation upon the socio-economic area in which it was established must be recognized. Very often the recreation enterprise was the stabilizing influence within the geographic area. Yet, recreation was not stable itself because of seasonal variation within the industry and individual operations, its dependence upon weather, and the fact that a major portion of the income, and thus employment, was weekend oriented. Therefore, anything which assisted in stabilizing the recreational complexs' economy, such as better employment and more talented employees, also would help the region as a whole.

Statement of the Problem

This study was initiated to develop a data collecting instrument capable of recording information relative to employment in organized outdoor recreation; and to collect this type of data within specified socio-economic areas of the Northeast. From the data collected, preliminary conclusions were to be drawn concerning the value of the instrument. Who worked in outdoor recreation, what skills were required of these individuals, what was their off season employment, and what job titles were of importance to the overall outdoor recreation complex. Thus a profile could be developed from which generalizations could be made relative to job opportunities, employment needs and curricular development for all educational levels.

Objectives of the Study

The objectives of this study were:

1. To determine the employment needs and job opportunities in organized outdoor recreation.
2. To determine competencies needed for entry employment at different occupational levels.
3. To determine the levels and types of existing recreational educational programs.
4. To determine the length of seasonal employment and its relationship to other seasonal employment.
5. To develop an instrument which will gather data from all types of recreational enterprises.

Assumptions

The following assumptions were made and not tested in this study:

1. A rural New Hampshire economic area heavily involved in outdoor recreation was typical of rural economic areas involved in outdoor recreation in other parts of New England and New York.
2. The best method to develop categories for the instrument of observation was to study the industry to determine departments and job titles.
3. Respondents involved in outdoor recreation in the area studied are typical of respondents in other states in the Northeast.

Method of Investigation

The dependence of outdoor recreation enterprises and the supportive enterprises on each other provided the basis for the decision to study an economic area rather than to sample only outdoor recreation operations. The Mount Washington Valley of New Hampshire was selected as the primary area with the Seacoast area of the State serving as a second economic region heavily involved in outdoor recreation. Together, they encompassed the majority of the different types of outdoor recreation facilities found in New England and New York State. Investigation of supportive enterprise was restricted to the Mount Washington Valley region because of time limitations.

All supportive enterprises identified on the road survey were listed by type of enterprise. A random sample was selected from each type of business. This stratified random sampling technique appeared to be most appropriate to insure cross section representation of all supportive enterprises. With the emphasis of the study being to develop an instrument while also drawing some conclusions on the data gathered, there were always two activities proceeding at once.

All data was collected by personal interview. The interviewing for winter recreation took place during January and February for the Mount Washington Valley area. The interviewing for the supportive enterprises was also done at this time to conserve and concentrate efforts. As the instrument development was of major concern periodic checks were made, utilizing hand tabulation techniques, to ascertain how the instrument could be altered to be more effective. As the instrument was further refined and categories were developed, machine tabulation became possible. It was decided to collect summer recreation data before switching to machine tabulation.

As the data was ordinal, frequency distribution was used as the method of analyzing the data.

Limitations

The following limitations were placed on this investigation:

1. Only outdoor recreation enterprises available to the general public were to be studied.
2. Eating and sleeping accomodations, eating facilities only, sleeping accomodations only, service stations, sports shops, and stores were considered to comprise the supportive enterprise in the socio-economic area.
3. Data collection had to be coordinated with the seasonality of enterprises within the recreational complex.
4. The data collected was limited to two outdoor recreation areas of New Hampshire.
5. The investigation was limited to only those outdoor recreation or supportive enterprises which were organized and offered employment.

Definition of Terms

1. Conservation - The wise use and management of the natural resources which provide the base for outdoor recreation industry.

2. Competencies Needed for Entry Employment - Those competencies without which the individual will not be hired.

3. Entry Level Employment - The lowest level of skill at which an individual will normally be hired.

4. Natural Resources - Any material which is supplied by nature. Of particular interest to this study are land and water resources used for recreational enterprises.

5. Recreation - Any type of activity which an individual participates in or observes primarily for enjoyment.

6. Recreation Enterprise - Any formal profit making organization operated to provide people with recreational activities.

7. Recreation-Conservation Enterprise - Any recreational facility which bases its operation on natural resources

8. Supportive Enterprises - For the purposes of this investigation, any business which supplies goods and/or services to the individuals participating in any type of recreation-conservation activity.

    a. Hotel and Restaurant Enterprises - Offer food and/or lodging services for people involved in recreational activities.

    b. Goods and Services - Offer products for sale or supportive services needed by people involved in recreational activities.

    Supportive enterprises need not be totally supported by people pursuing recreational activities. However, it was a major source of their income.

9. Outdoor Recreation Complex - As interpreted within this investigation, the outdoor recreation complex is composed of all outdoor recreation and supportive enterprises within an economic area. Outdoor recreation is any activity which takes place out of doors and which individuals participate in or observe

primarily for enjoyment. Supportive enterprises either depend on or support in full or in part the existence of outdoor recreation facilities.

CHAPTER II

SELECTED REVIEW OF RELATED LITERATURE

An extensive review of related literature was undertaken to determine what investigations had been completed which related to employment in outdoor recreation. Many State and Federal agencies were contacted as well as individuals who had completed studies within the area of recreation. ERIC[1] documents were reviewed to find other sources of possible information. Many studies had been completed by state agencies and others which dealt with the recreation complex and indirectly relate to employment. No study was found which dealt specifically with employment needs and educational needs in outdoor recreation.

Cushman, Christensen and Bice[2] have completed an investigation of agricultural occupations of a non-farm nature in New York. Their work identified a shift toward using less productive farm land for forestry and recreation; and projected entry-level employment opportunities in outdoor recreation in New York for 64 full-time and 246 part-time employees per year during the 1965-1969 period. Full-time employment would increase by 28 percent during the five years from 517 in 1964 to 660 in 1969, while part-time employment would remain relatively stable at 1,085 employees. However, specific employment opportunities and skill requirements for workers in outdoor recreation were not studied.

Further study was initiated in New York, by Drake and Tom[3] to determine present and projected employment opportunities in off-farm agricultural occupations. This investigation provided job titles for some areas of employment within outdoor recreation; however, because only certain job titles were selected for skill analysis, this study did not identify many of the traits required for individuals seeking entry-level employment. This study was useful as a guide in instrument development for this investigation.

---

[1] ERIC Clearinghouse, ABSTRACTS OF RESEARCH AND RELATED MATERIALS IN VOCATIONAL AND TECHNICAL EDUCATION, The Center for Vocational and Technical Education, The Ohio State University, Columbus, Ohio.

[2] Cushman, Harold R., Christensen, Virgil E., and Bice, Garry R., OFF-FARM AGRICULTURAL OCCUPATIONS IN NEW YORK STATE, Agricultural Education Division, Rural Education Department, New York State College of Agriculture, Cornell University, Ithaca, New York, 1965.

[3] Drake, William E., Tom Frederick, K. T., ENTRY OCCUPATIONS IN OFF-FARM AGRICULTURE - A Survey and Task Analysis of Entry Level Off-Farm Agricultural Occupations in New York State, Agricultural Education, Department of Education, New York State College of Agriculture, Cornell University, Ithaca, New York, 1968.

Literature was reviewed which stressed the need for further research on employment.[4] A report on rural development by the United States Department of Agriculture classified studies of population and manpower as a primary objective for basic research. This report noted that wide avenues of employment opportunities must be developed for rural people, based on a deeper understanding of their present and future needs. It stresses the fact that the quantity and quality of education must be such that relevant needs are met.

The Outdoor Recreation Resource Review Commission[5] identified a need for additional outdoor recreation development in the Northeast. Findings indicated that one-fourth of the population of the United States is located in the Northeast and yet it contains only four percent of the recreation acreage of the 48 contiguous states. This study provides an indication of what may be expected in the way of growth in recreation facilities in the future; especially when one considers that this same report forecasts an average industrial force work week of thirty-six hours by 1976, as opposed to the present thirty-nine. Leisure time means more time for recreation. One-fifth of our free time goes into outdoor recreation today. One may expect at least this much in the future. This publication certainly indicated a continuing increase in demand for employees within outdoor recreation.

The Outdoor Recreation Resources Review Commission's report and New Hampshire State Planning Projects Reports #13 and #19[6,7] emphasize two other factors which must be considered in determining the demand for outdoor recreation; namely income and distance. The more income people have, the greater their ability to participate in recreational activities. This is especially true of those activities which require special preparation or equipment. Distance refers to how far people are willing to travel in their efforts to obtain suitable recreational activities. People on weekend or day long trips will travel only a few hours distance from home. This is a very significant factor for predicting recreational growth in the White Mountains and other northern regions of New England. These areas are primarily recreation based, and are located a reasonable distance, for day travel, from the densely populated areas of southern New Hampshire and urban Boston, Massachusetts, which contain 40 percent of New England's total population of 10,939,000 people.

---

[4] A National Program of Research for RURAL DEVELOPMENT AND FAMILY LIVING, Research Program Development and Evaluation Staff, Room 318-E Administration Building, U.S.D.A., Washington, D. C. 20250, 1968.

[5] Outdoor Recreation Resources Review Commission, OUTDOOR RECREATION FOR AMERICA, Superintendent of Documents, U. S. Government Printing Office. Washington, D. C., 1962.

[6] New Hampshire State Planning Project, LAND WATER RECREATION, Report #13, State of New Hampshire, Concord, New Hampshire, 1966

[7] New Hampshire State Planning Project, ECONOMIC IMPACT OF RECREATION, VACATION, AND TRAVEL ON NEW HAMPSHIRE, Report #9, State Planning Project, State of New Hampshire, Concord, July 1965.

The age of participants is an important factor within the recreation complex. The Outdoor Recreation Resources Review Commission reports that the older a person gets the less he engages in outdoor activities, especially the very active pursuits such as snow skiing. However, the estimates which are provided predict that the population will double by the year 2,000, and that the demand for recreation will triple. This is especially significant to the recreation complex because the population will grow younger as it increases. The proportion of those in the 15-24 age bracket - the most active of all - will go from the current 3 percent of the total to about 17 percent by 1976.

That age and activity are already influencing winter recreation in the Northeast is illustrated by the New Hampshire State Planning Project's Report Number 6,[8] which shows an annual increase in the number of active skiers in the 11 years prior to 1964 of 15.4 percent. The average skier (during 1963-64) skied 15.5 days. The Outdoor Recreation Resource Review Commission predicted that in the future people would like to participate in activities which require preparation and specialized equipment such as horseback riding, camping and skiing. Every type of outdoor recreation operation will not necessarily be a success. As pointed out by Publication 427, of the Massachusetts Cooperative Extension Service,[9] which deals with recreational operations within the urban Boston geographic area, income expectations of recreation operations are often modest and that risk of failure is significant. However, these findings also show that recreational enterprises can produce a highly satisfactory income when an able manager invests sufficient capital in the right location. The Massachusetts investigation also found that the types of facility, terrain, and supportive enterprises of the area determines the clientele that it will service. It is here that the businesses and enterprises which are supportive to outdoor recreation enter the picture. A recreational facility must not only be present for supportive operations to be successful. It must be located at a geographic distance or within an area which promotes people staying away from home long enough to need to make purchases, stay overnight, seek entertainment, or desire services, etc.

---

[8] New Hampshire State Planning Project, NORTHEAST SKIER MARKET, Report #6, State of New Hampshire, State Planning Project, Concord, New Hampshire, November, 1964.

[9] Foster, John H., THE PRIVATE RECREATION INDUSTRY IN ESSEX COUNTY MASSACHUSETTS, Publication 427, Cooperative Extension Service, University of Massachusetts, Amherst, Massachusetts, 1965.

Recreational enterprises cannot survive when the supportive enterprises do not exist, and the geographic area is beyond that time-mileage barrier which people are willing to travel on a day-use basis. Outdoor recreation then becomes a conglomerate composed of many different types of businesses and operations which have a direct influence on what people do with their leisure time. New Hampshire's State Planning Project Number 9[10] found 80 percent of the tourist and recreational money being spent on lodging, amusement, gasoline service stations, auto repair, eating and drinking establishments. Their 1963 estimate of receipts for recreation, vacation and travel expenditures approximated $195,000,000 in New Hampshire. This illustrates the need and value of the enterprises supportive to outdoor recreation.

Outdoor recreation tends to be seasonal, with the bulk of the activities occuring during the summer months. Even then, participation is weekend oriented; and only 10 percent of these individuals will stay overnight in hotel/motel facilities. This will continue to be the picture in the future, but many extremes will be eliminated. Vacations held at other times of the year, from summer, shorter work weeks, increased income and other factors are continually decreasing seasonal influence.

Out migration of young workers in rural recreation areas may become a problem. The Guidance Department at the Kennett High School in Conway, New Hampshire, which serves

---

[10] Department of the Interior, FEDERAL CREDIT FOR RECREATION ENTERPRISES, Department of the Interior, Bureau of Outdoor Recreation, Washington, D. C. 20240.

Mount Washington Valley, in a statistical report of the class of 1968[11] lists a total of 43 graduates as going outside the Conway area to four-year college programs, and an additional 40 as going to junior colleges, business and vocational schools or into the service. This leaves 41 students out of 124 staying in the area immediately after graduation. An additional 17 students transferred to other schools prior to graduation and 18 students became dropouts. One student received a certificate of completion to complete the accounting of the total class enrollment of 160 students. Jobs may exist in outdoor recreation at all levels of skill and management, but if out migration continues, outsiders may have to be imported to fill employment needs.

The United States Department of Agriculture identified additional problems in rural areas. Limited opportunity may even mean underemployment as well as no job at all. Advancing technology in these rural areas has rendered unskilled labor largely irrelevant in today's economy. It is often found that inappropriate education and training programs in rural areas fail to train students who are competitive in the present non-farm employment market. Vocational education in rural areas too often train for employment where relatively little opportunity exists.

Private enterprise supplies most of the outdoor recreation opportunities for America. Nationally, this amounts to 69-75 percent of the total recreational capacity. In the Northeast, it is even greater because of the smaller supply of state and national recreation facility per capita in the region.

What does all this indicate? Mostly that outdoor recreation is growing rapidly, but that very little is known about what employment opportunities it offers or what skills are required of those who are presently employed. These are very important considerations. Not only because of the growing importance of outdoor recreation to the public, but also because of the economic significance to the regions in which outdoor recreation is established and the people who it employs.

---

[11] Guidance Department, A SURVEY OF THE CLASS OF 1968, Kennett High School, Conway, New Hampshire.

CHAPTER III

METHODOLOGY

Study Design

The execution of this project was composed of three major undertakings. The development of an instrument of observation which would collect data concerning employment within the outdoor recreation complex, the collection and analysis of data utilizing the instrument and the determination of curriculum in recreation to be offered in the New England-New York area.

In order to develop an instrument for outdoor recreation which would be functional and yet minimize the effect of non-recreation type industry, the study population, which included the recreation supportive enterprises, had to meet the following criteria:

1. Be within a geographic region whose economy was very heavily dependent on outdoor recreation.

2. Be geographically isolated so that the availability of employment was restricted to the region.

3. Offer an established outdoor recreation complex which would typify similar areas elsewhere in the Northeast.

The Mount Washington Valley, the Seacoast Region and the Winnepegsauke Lake areas of New Hampshire were selected as meeting the above criteria. In addition, they had representatives of all the supportive enterprises which were determined necessary for the recreationalist. Due to time limitations imposed by the seasonality of the recreation complex, the study of supportive industries was limited to the Mount Washington Valley area.

The Interstate Steering Committee, (See Appendix B) composed of personnel in New England and New York, met at the North Atlantic Regional Research Conference of Agricultural Education held at the University of Maryland, November 6, 1968. The research study progress made to that date was discussed, and instruments were evaluated. The Steering Committee approved the concentration of efforts to an economic area such as the Mount Washington Valley area. This area had both winter and summer recreation. The Seacoast Area of New Hampshire was approved as the second area of concern due to the concentration of beaches and other summer recreational activities. It was felt that summer recreation would have to be limited to only the recreational enterprises due to the limitations of time. On the strength of questions raised by the Steering Committee, the employees instrument was developed and tested.

Population and Sample

The population of this study included the summer and winter outdoor recreation enterprises and their supportive businesses in the lower Coos and upper Carroll County areas of New Hampshire, known as the Mount Washington Valley; and the summer recreation enterprises of the seacoast region.

The population in the Mount Washington Valley area included all known types of recreation and supportive enterprises in the region. To determine the population parameter, meetings were held with the Carroll County Technical Action Panel (See Appendix B). Listings provided by searching the yellow pages of the telephone books, contacts with the Chamber of Commerce, Kennett High School Guidance Department and finally a road survey of the enterprises in the Mount Washington Valley identified the population to be studied. With parameters thus established, the outdoor recreation complex within the socio-economic areas selected for study was stratified as follows: winter ski areas, youth programs (includes camps and municipal programs), campgrounds, golf courses, amusement areas, resort hotels, state public beaches, marinas and party and excursion boats.

Table I lists the total number of outdoor recreation enterprises investigated. Of these 61 enterprises, three ski areas, one each from the states of Maine, New York and Vermont were added to the ones located in socio-economic areas investigated. These ski areas were included to determine if the employment problems which existed in New Hampshire also existed in other geographical locations.

The recreational supportive enterprises were stratified by type as follows: eating and sleeping accomodations, eating only, sleeping only, sporting goods (includes snow traveler dealers), service stations, stores - clothing, department, general, grocery, gift and hardware. Random samples were drawn from the total number present in each of the above categories. These enterprises represented all known supportive enterprises within these types. Table II.

TABLE I

OUTDOOR RECREATIONAL ENTERPRISES STUDIED

Type of Operation	Total Number in Study Areas	Number Studied
Campgrounds	11	11
Golf Courses	11	10[1,3]
Winter Skiing Areas	8	11[2]
Resort Hotels	6	6
Youth Programs (Includes camps and municipal programs)	6	6
Amusement Areas	4	4
Marinas	4	3[3]
Party and Excursion Boats	4[4]	4
Beaches (State Public)	3	3
Total	61	59

[1] Includes four golf courses which were recreational facilities of resort hotels.

[2] Includes three ski areas one each from New York, Vermont and Maine which were used to check the instrument.

[3] Except for golf courses and Marinas, the total number of enterprises, within each type, found within the study areas were investigated.

[4] Individuals run their own private boats as party boats in some cases. These people were not contacted.

TABLE II

ENTERPRISES SUPPORTIVE TO OUTDOOR RECREATION STUDIED

Type of Operation	Number	Number Studied	Percent of Sample
Eating and Sleeping Accomodations	81	16	19.8
Stores - Clothing, Department, General, Grocery, Gift and Hardware	38	8	21.0
Sleeping Accomodations Only	27	7	25.9
Eating Facilities Only	26	9	34.6
Service Stations (Automobile)	18	4	22.0
Sporting Goods (Includes Snow Traveler Dealers)	12	6	50.0
Total	202	50	24.8

Data Collection and Instruments

To determine job opportunities and employment needs within the outdoor recreation complex it was necessary to determine the number of persons who were employed in outdoor recreation and supportive enterprises, the job titles within which they worked, and what skills were needed by individuals within these various titles. Additional information was required to find out the number of people in the categories of full-time employees, part-time employees and seasonal employees. During instrument development, full-time employees were isolated as the key people within the industry, while part-time and seasonal employees were deemed necessary to expand the work force in peak season. It was also necessary to gather data on the manner in which employees had received training for their jobs. This information could be used to determine adequacy of training opportunities within the industry or in educational institutions. Many other factors had to be investigated. How were employees trained, what were they paid, what were the expansion plans of people in the industry, what type of person makes the best employee, and how did employers feel about training programs?

The information relative to the availability of educational programs in the subject matter of recreation was determined from the state consultants of the State Department of Education and the annual reports submitted by State Boards of Education to the Regional United States Office of Education.

As the study progressed, the wording of some questions was changed to the terminology used in the industry. Some questions were deleted from the instruments and others added in an effort to develop an instrument which could be used effectively in the outdoor recreation complex.

Several approaches were investigated in the development of a data collecting instrument in an effort to create a tool which would be efficient in its application and yet provide the information which was needed. An interviewer's schedule to be used during the interviewing of managers and owners was the final product of a thorough testing of general techniques.

Statisticians, the Interstate Steering Committee, people working within outdoor recreation-conservation enterprises, the small business administration, the Technical Action Panel, (Appendix B), people who had performed related research, the Big One Association (Appendix B), and numerous individuals who could provide insights on how to get positive results assisted in the development of the original instrument. All gave freely of their time and ideas, and several changes were made within specific questions and/or the instrument's structure because of their recommendations.

Two other types of instruments were developed and rejected prior to any data collection. These were as follows:

a. A mail-out questionnaire, because of the economy of data collection it offered was discarded because the industry was found too diversified, and the information needed, too varied to anticipate an adequate return.

b. An employee oriented interview schedule to approach the area of training and skills through the people that actually possess the ability to do the jobs which are required within the industry. The approach was found unsuitable when used alone because these employees would be unable to provide the projections into the future, pertaining to rate of growth and future employment potentials, which were deemed necessary.

The employer-manager and employee instruments were finally developed and used as data collection instruments because it was recognized that the answers had to come from all the people within the recreational complex. These instruments were to provide the data needed, relating to business type, size, period of operation, employee skills, etc., which exist within the industry. It also allowed the interviewers to make personal appraisals about actual operations and to develop some valuable understandings about the industry as a whole. In addition, these instruments provided contact with the people who are responsible for the growth of the outdoor recreation industry.

The instruments were field tested before actual use within the study area. Businesses used for this work were in the southern part of New Hampshire and consisted of ski areas, hardware stores, restaurants, motels and marinas. Pretesting and advice from the Steering Committee resulted in some minor alterations of the instrument before the formal investigation was begun.

Through contacts with the Technical Action Panel and the Big One Association, it was learned that the best time for data collection was on week days. During the examination and vacation period for the first semester of the University of New Hampshire, work-study students assigned to the Agricultural Education Program were utilized to collect the data. These interviewers were trained by role playing interviews on vidio tape. The summer interviewing was done by the project director and his assistant. Interviewing was attempted in June, 1969. However, the management of these summer recreation enterprises were busy with opening up activities. Because of this situation, interviewing of those enterprises was postponed until the two weeks immediately after July 4th.

The procedures followed in conducting the interview schedule and found to be effective were:

1. Publicity was given the project. During the period of instrument development and review, the help of influential people in the outdoor recreational industry and/or the study area as a whole was enlisted. These individuals provided the project with word-of-mouth introduction and support which proved of great value when the work of contacting individual businesses and enterprises began.

   In addition, newspaper releases, an association release by "The Big One" organization and radio coverage was provided just prior to the start of the interviewing activity. It was found that such publicity is of great value if performed within one or two weeks before interviewing is to take place. Efforts to schedule or publicize such activities on any longer range basis did not prove successful because of the sudden variation of work loads existing within the industry.

2. A contact letter was sent, by name, to each individual who owned and/or managed a business in the regions of the study area. These letters contained an introduction to the project and its goals, an initial request for an interview and the name of individuals in the study area and staff members who could be contacted for additional information. It was emphasized that a telephone contact would be made in order to provide further information and to schedule an interview.

3. Telephone contact was made three to five days in advance of interviewing. This allowed for ample scheduling flexibility and eliminated the need for recalling to check on appointments made too far in advance. This technique of scheduling was very acceptable to most individuals interviewed. However, it was found that a flexible schedule with numerous appointment possibilities close together is important.

4. Interviewing was done on the basis of which interviewers were available. No effort was made to pre-schedule a specific interviewer for a particular business or enterprise.

5. Interviews were scheduled according to geographic location, not business type. A few drop-in interviews were held when an interviewer was available. However, a telephone contact was always made prior to sending out the interviewer and the drop-in technique was used only when requested by the respondent.

Analysis of Data

The methods used to analyze the data were purposely kept as simple as possible because of anticipated frequent changes in the instrument in this developmental phase of the study. Descriptive statistical techniques were used in analyzing the data. Most of the data gathered were subjected to simple frequency distribution for analysis. Measures of central tendency were computed and used to analyze the employment characteristics of recreation and curricular offered by public schools.

Time Schedule

Date	Activity
1. Sept. 15, 1968 - Oct. 31, 1968	1. Develop specific operating procedure of the study and develop initial instruments.
2. Nov. 5, 1968	2. Meeting of the steering committee.
3. Nov. 5, 1968 - Dec. 15, 1968	3. Develop and test the interview schedule.
4. Dec. 15, 1968	4. Test and revise instrument.
5. Jan. 10, 1969 - March 15, 1969	5. Start winter recreational activity interviewing. Area #1, Northern Carroll County, N.H., to be completed by March 15, 1969.
6. March 15, 1969 - April 30, 1969	6. Tabulate and summarize data.
7. April 15, 1969 - May 20, 1969	7. Carry out spring recreational activity interviewing. Areas #1, 2 & 3 will be investigated at this time.
8. May 20, 1969 - June 20, 1969	8. Tabulate and summarize data.
9. June 20, 1969 - June 30, 1969	9. Meet with steering committee and/or individual state representatives to organize interviewing in other states.
10. June 30, 1969 - Aug. 10, 1969	10. Summer recreational activity interviewing. Areas #1, 2 & 3. Of particular importance will be areas #2 & 3, area #2 salt water beach area (Portsmouth) and area #3 Wolfeboro.
11. Aug. 10, 1969 - Sept. 15, 1969	11. Tabulate and summarize data, complete the writing of the final report.

CHAPTER IV

PRESENTATION OF DATA

Employment Needs and Job Opportunities

In designing any study of outdoor recreation, the variation in size, type and scope of individual businesses and enterprises within the complex must be recognized. However, many similarities do exist which facilitate an investigation of the entire complex as if it were a single industry. The data gathered supports the assumption of the interdependence of the various types of businesses and the similarity of labor needs which makes such a study economically beneficial to the recreational complex.

Business may be directed toward providing recreational activities as do skiing areas, or they may serve a supportive role, such as providing sleeping and eating accomodations. Supportive operations allow the recreationalist to stay in an area and acquire necessary goods and services so that he may participate in his chosen recreational activity. In the Mount Washington Valley region of New Hampshire, it appears that almost all businesses and enterprises fall into one of these two categories, namely recreational or supportive. The recreational businesses of the Mount Washington Valley in combination with outdoor recreational activities investigated in the Seacoast region of the State, represent a majority of the various kinds of outdoor recreational and supportive enterprises found throughout New England and the State of New York.

The fifteen types of business investigated through this study are categorized in Table III as either outdoor recreation or supportive to outdoor recreation. A review of these categories revealed a predominance of summer activities. This does not necessarily mean greater employment opportunities within the summer season.

TABLE III

RECREATIONAL AND SUPPORTIVE ENTERPRISES STUDIED

Business	Recreation	Supportive
Amusement Area	X	
Beaches	X	
Campgrounds	X	
Eating and Sleeping Accomodations		X
Eating Facilities Only		X
Golf Courses	X	
Marinas	X	
Party and Excursion Boats	X	
Resorts	X	
Service Stations (Automobile)		X
Ski Areas	X	
Sleeping Accomodations Only		X
Sporting Goods		X
Stores - Clothing, Department, General, Grocery and Hardware		X
Youth Programs (Includes camps and municipal programs)	X	

The data presented in Table IV show a substantially higher amount of full-time and part-time employment, 42.6 percent of the employees, in winter skiing areas than is exhibited in most summer recreation enterprises. Golf courses are the only summer season activities which approximate this level with 33.3 percent of their employees holding either full-time or part-time employment. Skiing areas tend to exist as large individual operations and appear able to offer this greater full-time and part-time employment; whereas the majority of enterprises in summer outdoor recreation, with the exception of resort hotels, are small businesses with fewer employees in these categories. Although the opportunity for seasonal employment during the summer is greater than that offered within winter recreation, there were indications that much of this employment was of too short a duration to provide a part of the year-round employment needs of residents of the economic area. In addition, it was found that students were available to fill these jobs and appeared to be considered adequate in the majority of cases, except for job titles requiring special skills, such as cooking and office personnel. Where opportunities for skilled adult seasonal employees was evidenced, individuals with the required qualifications were in great demand. Many of the positions available were not filled, or according to employers, were occupied with inadequately skilled staff. During the summer season, the majority of highly skilled personnel is imported specifically for employment. Alternate employment appeared to be in the South or in the unassociated jobs throughout New England and the remainder of the Northeast.

In several cases, ski areas and resorts offered two peak seasons of operation, winter and summer. The ski areas offered scenic rides by operating their lifts during the summer, whereas some resorts accomodated summer tourists and then operated during the winter as a result of the ski industry. This seemed to indicate that these enterprises were moving toward offering more full-time employment, but had a need for seasonal employees at two different times of the year. This created some very real employment problems because the source of employees for these two seasons differed. Marinas also offered year-round operation, but only one period for seasonal employment, that of course, being summer. During the winter, maintenance and overhaul kept the full-time and part-time personnel in these enterprises working within the industry.

Numbers alone do not indicate the quality of seasonal employment. This investigation found winter outdoor recreation still weekend oriented. With schools in session and family vacations being taken principally during the summer, winter weekdays are periods of greatly reduced activity, whereas summer recreationalists are likely to come and stay in an area for an extended period of time. Seasonal employees were employed full-time during the peak season of business operation. The length of season varied considerably, and it appeared that the longer the season, the easier it was for individuals to complete a year-round work cycle.

TABLE IV

EMPLOYMENT WITHIN OUTDOOR RECREATION

Type of Operation	Total Number Employed	Employees					
		Full-time		Part-time		Seasonal	
		No.	Per-cent	No.	Per-cent	No.	Per-cent
Resort Hotels[1]	770	91	11.8	35	4.5	644	83.7
Winter Skiing Areas	333	71	21.3	71	21.3	191	57.4
Youth Programs	148	14	9.5	6	4.1	128	86.4
Amusement Area	144	14	9.7	0	0.0	130	90.3
Beaches	70	0	0.0	2	2.9	68	97.1
Golf Courses	63	14	22.2	7	11.1	42	66.7
Campgrounds	59	10	16.9	8	13.6	41	69.5
Marinas	35	17	48.6	6	17.1	12	34.3
Party and Excursion Boats	31	5	16.1	0	0.0	26	83.9
Total	1653	236	14.3	135	8.1	1282	77.6

[1] Two open year round.

It was found that supportive businesses tend to offer much more stable employment opportunities than could be noted in outdoor recreational enterprises. Data presented in Table V lists the percent of full-time, part-time, and seasonal employees within each supportive enterprise category investigated.

Full-time employment within these supportive enterprises was greater than seasonal employment; and in combination with part-time employment accounted for 59.5 percent of the individuals working in the supportive industries investigated. As was indicated in the section on seasonality, the heaviest period of employment for seasonal help in supportive enterprise was during the summer. Employees during this season tend to be students, teachers and other individuals not interested in permanent employment. The supportive enterprises, therefore, would appear to provide a very desireable source of employment to residents in the economic area studied.

TABLE V

EMPLOYMENT WITHIN SUPPORTIVE ENTERPRISES

Type of Operation	Total Number Employed	Employees					
		Full-time		Part-time		Seasonal	
		No.	Percent	No.	Percent	No.	Percent
Stores - Clothing, Department, General, Grocery, Gift and Hardware	313	240	76.7	12	3.8	61	19.5
Eating and Sleeping Accomodations	292	84	28.8	41	14.0	167	57.2
Sporting Goods Stores	155	78	50.4	16	10.3	61	39.3
Eating Facilities Only	134	25	18.7	23	17.1	86	64.2
Service Stations (Automobile)	31	23	74.2	6	19.4	2	6.4
Sleeping Accomodations	28	11	39.3	8	28.6	9	32.1
Total	953	461	48.4	106	11.1	386	40.5

A major reason for the stability of employment within supportive businesses appeared to be that they supported but did not depend entirely on the recreationalist. A ski area may have had to close down because of poor weather conditions, while at the same time, the supportive enterprise had a greater volume of business because people were in the area and were looking for things to do. In addition, observations made by the interviewing staff indicated that much of the monies taken in by these supportive enterprises was second hand from the recreationalist. It was collected within one business of a recreational or supportive nature and then spent out to other similar concerns. It may have been passed on in the form of payroll to employees, or for the purchase of goods and services. Within those supportive businesses which were seasonal in nature, individual owners and managers had often developed methods of maintaining year-round operation, and thus employment.

Within both outdoor recreation and supportive enterprises, family operations predominated within the smaller concerns. This limited employment opportunities because family members met the employment needs. From the opposite viewpoint, it made the operation of several businesses possible. Within the family operations, many children worked only when needed and parents worked hours distributed in a manner that would be impossible to require of hired help. Many received pay only when a certain profit was being made. If these enterprises were required to maintain regular help with a continuous payroll, they would have been unable to operate at a profit.

Family operations often exhibited a third problem, that being the rational for developing a recreational or supportive business. It often seemed to be because the facility or need appeared to exist. In many instances there was no indication that the family members were capable of operating the business, nor that the enterprise was even practical for the area. This appeared to be the cause for failure of some enterprises.

Anyone operating an outdoor recreation or supportive business must like the work. He must be versatile enough to meet new opportunities and be willing to work a great variety of hours caused by seasonal and operational demands. In talking with many owners and managers, it became evident that few successful enterprises resulted from the forty-hour work week. This conclusion was also evident in many larger operations which had developed out of family owned and operated enterprises. It was found that as the business growth continued, new talent was often brought in to assist in skilled operations and management problems.

When comparing the sources for employees for outdoor recreation and supportive enterprises, it was found that they were very similar. The only variation to this lies in the seasonal differences and not type of business. Summer help, except for speciality areas such as cooking or other highly skilled personnel, were students and teachers. These individuals were found to migrate into the economic area during school vacation of mid-June until early September, and were not residents there during the winter. In contrast, winter seasonal help was usually native to the area. Many employees were housewives whose children were in school, construction workers, and operators of smaller summer season enterprises. Students were not competitive for winter jobs, and were utilized on a limited basis to expand the staffs of various enterprises on the weekends.

Data presented in Table VI showing the relationship of employees residence to the study areas, illustrates the winter employment phenomena by the listing of how long various employees working in winter outdoor recreation and supportive enterprises have lived in the Mount Washington Valley socio-economic region of New Hampshire is significant. Better than 65 percent of the 61 employees interviewed had lived in the area twenty years. 95.1 percent of the entire group had resided in the area for at least 5 years. Although similar information was not collected for summer operations, many of the employers interviewed indicated they used very little resident help due to its unavailability.

TABLE VI

RELATIONSHIP OF EMPLOYEES RESIDENCE TO THE STUDY AREA

Years Lived in Geographic Area	Number N=61	Percent
20 or more years[1]	40	65.5
15 to 19	46	75.4
10 to 14	51	83.6

[1] Three additional employees were under 20 years of age, but had always been residents of the local area.

As with any industry, the opportunity for employment and advancement within a business was greatly affected by the size of enterprise. Of those enterprises investigated, few were large enough to offer many advancement opportunities. This factor was especially true of family centered operations. Within enterprises which do maintain large staffs, promotion was primarily limited to individual departments, such as kitchen or maintenance. This did not mean that salary promotion was not evidenced, nor that other factors prohibited such employment from being rewarding and worthwhile. Growth within the outdoor recreation complex seems to be directed toward size and not numbers of operations. This will probably expand employment needs as well as promotional opportunities in the future.

Data in Table VII indicate what the various owners and operators of outdoor recreational enterprises visualized as future expansion plans for their recreation enterprises. Of the enterprises investigated, 56.8 percent of the operators

TABLE VII

FUTURE EXPANSION PLANS OF RECREATION ENTERPRISES AS VISUALIZED BY OWNERS AND/OR OPERATORS

Type of Operation	Number	Expect Expansion		Do not Expect Expansion		No Response	
		No.	Percent	No.	Percent	No.	Percent
Campgrounds	11	7	63.6	4	36.4	0	0.0
Winter Skiing Areas (within study area)	8	6	75.0	2	25.0	0	0.0
Golf Courses	6	3	50.0	3	50.0	0	0.0
Resort Hotels	6	3	50.0	2	33.4	1	16.6
Youth Programs (includes camps & municipal programs)	6	4	66.7	2	33.3	0	0.0
Amusement Areas	4	3	75.0	1	25.0	0	0.0
Party and Excursion Boats	4	3	75.0	1	25.0	0	0.0
Beaches	3	0	0.0	3	100.0	0	0.0
Marinas	3	0	0.0	3	100.0	0	0.0
Total	51	29	56.8	21	41.2	1	2.0

said they expect to expand. Plans were for more facilities, upgrading of present facilities, new services or additional staff. In many of these instances, it was anticipated that the services offered the recreationalist was to be improved. Twenty-one enterprises, or 41.2 percent of those investigated, operators said they did not plan to expand. The principal investigator concluded some probable causes for these negative replies; such as a lack of space, age of the owner or an inability to obtain the quality and types of employees needed. Failure to see any future in the industry must be recognized as being the feeling of some.

Data in Table VIII show future expansion plans of enterprises supportive to outdoor recreation as visualized by

TABLE VIII

FUTURE EXPANSION PLANS OF SUPPORTIVE ENTERPRISES
AS VISUALIZED BY OWNERS AND OPERATORS

Type of Operation	Number	Expect Expansion		Do not Expect Expansion		No Response[1]	
		No.	Percent	No.	Percent	No.	Percent
Eating and Sleep- Accomodations	16	6	37.5	10	62.5	0	0.0
Eating Facilities Only	9	0	0.0	0	0.0	9	100.0
Stores-Clothing, Department, General, Grocery, Gift and Hardware	8	3	37.5	5	62.5	0	0.0
Sleeping Accomodations	7	0	0.0	0	0.0	7	100.0
Sporting Goods Stores (inclues snow travelers)	6	3	50.0	3	50.0	0	0.0
Service Stations (Automobile)	4	1	25.0	1	25.0	2	50.0
Total	50	13	26.0	19	38.0	18	36.0

[1] Original questionnaire did not collect this data in usable form.

owners and operators. The figures were quite incomplete because of failure of the original survey instrument to specifically obtain desired data. Notations on the instrument however, did allow some generalization. Family operations dominated in supportive enterprises, which seems to limit expansion. Cost of expansion, space requirements and additional labor needs were also sighted as factors limiting expansion. Certainly, the recreational complex as a whole recognized a need and exhibited the desire to upgrade and improve facilities and services on a continuing basis.

Outdoor recreation and supportive enterprises exhibit a common need for certain types of employees. For example, the job titles of manager and bookkeeper were always present, although within smaller operations they may have been superseded by other job titles which represented the same employee. Some job titles are unique to specific types of enterprises, while others were repeated within several different supportive or outdoor recreational enterprises. Due to this intermixing of job titles and because employment opportunity was considered to be based on the number of jobs available, and not the type of enterprise which offered the employment, the decision to study an economic area was confirmed. In Table IX, job titles identified within the outdoor recreation and supportive enterprises, are presented in ordinal rank of total number of employees within each title. These employees are further segregated into full-time, part-time and seasonal personnel. Within individual job titles, with the exception of maintenance men, sales personnel, ski instructors, bartenders, cashiers and assistant managers, jobs appear to be oriented toward either full-time or seasonal employment. This is no indication of the quality of employment. Quality of employment depends on the individual job and what the employer expects of his employee. The desire to keep employees with specific abilities appears to be indicated by the amount of full-time employees within a given title. A review of the titles listed will show full-time employment occuring within areas requiring considerable skill. Little full-time work was found to be available in semi or unskilled areas unless the enterprises hiring this personnel had a real need for these employees on a year-round basis.

Full-time vs. seasonal employment may not always be an indication of how skilled employees are or how needed they are within the enterprise which employs them. Many jobs are too seasonal to offer any full-time employment regardless of the skills or quality of personnel needed. For example, ski instructor. It appears, however, that within a majority of the seasonal job titles, the skills required for the employment is of a nature which can be learned fairly rapidly.

TABLE IX

JOB TITLES IDENTIFIED WITHIN THE OUTDOOR RECREATION AND SUPPORTIVE ENTERPRISES

Job Title	D.O.T. Number	Total	Full-time	Part-time	Sea-sonal	Entry Level Salary Per Hr.
Waitress with tips and Room and Board[1]	311.878	334	38	56	265	.45
Maintenance Men	899.287	231	167	19	138	1.25
Sales Personnel	290.478 286.358	185	75	16	94	1.35
Chamber Maid with tips and Room and Board[2]	323.887	130	19	11	100	.50
Managers	187.168 320.137 163.118	100	76	6	18	1.85
Cook	313.381	99	11	4	84	1.25
Ski-Lift Operator	341.865	96	13	35	48	1.25
Utility Boy	955.887	89	7	3	79	1.00
Ski-Instructor	153.228	81	22	23	36	1.80
Youth Counselor Room and Board	159.228	67	0	0	67	1.40
Secretary	201.368	62	27	4	31	1.75
Ski Patrolman	379.868	53	4	13	36	1.60
Ride Operator	342.863	38	2	0	36	1.20
Lifeguard	379.868	35	0	0	35	1.74
Concession Attendent	342.858	28	0	0	28	1.25
Bell Boy	324.878	28	2	1	25	1.00
Mechanic	620.281	26	21	2	3	1.60

[1] Salary with tips only - $ .63.

[2] Salary with tips only - $1.50.

TABLE IX (cont.)

Job Title	D.O.T. Number	Total	Full-time	Part-time	Sea-sonal	Entry Level Salary Per Hr.
Bartender	312.878	25	11	1	13	1.88
Bus Boy with tips	311.878	22	2	1	19	.75
Bookkeeper	210.388	21	13	6	2	1.60
Cashier	299.468	21	7	2	12	1.60
Ticket Sales	211.468	21	1	0	20	1.85
Assistant Manager	187.168 320.137 163.118	20	10	1	9	2.00
Snack Bar Attendent	290.877	19	1	14	4	1.50
Grounds Keeper	407.884	17	1	0	16	1.85
Gate Attendent	372.868	15	0	2	13	1.74
Supervisor	187.118	14	11	0	3	
Deskman	211.468	14	4	0	10	1.80
Hostess	310.868	13	4	0	9	1.90
Houseman	323.887	12	2	0	10	1.60
Sports Instructor	153.288 195.288	12	0	0	12	2.00
Boat Captains	197.133	11	4	0	7	1.60
Boat Mate	197.133	11	0	0	11	1.60
Parking Attendent	915.588	11	0	0	11	1.75
Catalog Packer	920.887	10	0	0	10	1.60
Golf Caddie	341.878	10	0	0	10	tips
Recreation Director	187.118	10	5	0	5	2.18
Pastry Cook	313.131	9	4	0	5	1.65
Ski Rental and Repair Personnel	unavailable	9	2	2	5	1.50

TABLE IX (cont.)

Job Title	D.O.T. Number	Total	Full-time	Part-time	Seasonal	Entry Level Salary Per Hr.
Cook-Short Order	314.381	7	4	0	3	1.60
Deliveryman	919.883	7	5	0	2	1.85
Service Station Attendent	915.867	7	3	2	2	1.50
Watchman	372.868	7	0	0	7	1.60
Bag Boy	920.887	6	0	6	0	1.60
Chef[3]	313.131	5	4	0	1	3.75
Musician	152.048	5	0	5	0	1.80
Operations Superintendent	187.118	5	5	0	0	3.50
Chef's Assistant	313.131	4	3	0	1	1.60
Nurse[3]	354.878	4	0	0	4	1.30
Boat Dock Operator	342.867	3	0	0	3	1.60
Carpenters	860.281	3	3	0	0	2.75
Service Repairman	899.281	3	3	0	0	1.95
Ski Trails Maintenance Crew Member		3	0	0	3	1.90
Artist	970.3817	2	1	1	0	3.33
Blacksmith	610.381	2	0	0	2	2.06
Doorman	324.878	2	0	0	2	0
Golf Pro	153.228	2	1	0	1	2.50
Santa Claus	299.848	2	0	0	2	2.06
Switch Board Operator Telephone	235.862	2	2	0	0	1.60
Animal Keeper	356.138	1	1	0	0	2.33

[3] Room and Board

TABLE IX (cont.)

Job Title	D.O.T. Number	Total	Full-time	Part-time	Sea-sonal	Entry Level Salary Per Hr.
Bath House Attendent	334.878	1	0	0	1	1.74
Linen Room Attendent	223.387	1	1	0	0	1.50
Matron	381.887	1	0	0	1	1.74
Public Relations Man	165.068	1	1	0	0	2.00

Opportunity to gain employment within the recreational complex appears to be based on the versatility and desires of the individual seeking the job. Full-time employees were found to have long tenure within their employment. The real opportunity for entry employment exists in part-time and seasonal positions. After gaining experience on the job, individuals migrate into full-time jobs as they become available either through the vacancies which do occur, or the expansion of individual enterprises.

Most part-time employees are weekend personnel. These people appeared to be most varied of all employees in the skills they possess. There is no definite relationship of these individuals with either full-time or seasonal personnel. Part-time employees are evidently employed in job titles wherever a need exists and often must have specific skills in order to gain this employment.

Salaries were found to vary on the basis of job title. Little difference was exhibited in the hourly rate paid full-time, part-time, and seasonal personnel within a job title. There were a few instances where seasonal people were paid more than full-time personnel within a job title. This was probably necessary to attract the seasonal help into the area.

Waitresses and maintenance men account for the greatest number of employees. This is due to the large area they service. Waitresses were found in resorts, eating facilities and eating and sleeping facilities. Maintenance men serve a wide variety of functions, at many different skill levels, throughout the entire recreation and supportive complex.

As previously indicated, every operation had a manager. However, managing may have been so small a part of the individuals duties, that he was listed under another job title.

Variation in the jobs actually performed under each job title makes generalizations about many of the employees accounted for quite difficult. The titles do, however, show all the types of employees which were found in the economic areas investigated. Instrument development work done outside the study areas in New York, Maine and Vermont, provided similar results. With the exception of only snowmakers, all titles were found to be the same; and this job title was a need predicted for the future within the study area.

Competencies Needed for Entry Employment

Within much of outdoor recreation business, willingness to work appeared to be the primary criteria for gaining employment. While this factor prevailed to some degree in a variety of job titles, such an attitude, by employers, did not recognize native ability and previous experience as being effective in making these employees able to do the work for which they had been hired. Except for employees within job titles requiring considerable skill, little need for formal education programs was recognized by the majority of the managers and owners interviewed. Yet the notations of interviewers indicated repeated employer reference to the fact that employees often lacked the minimum skills needed to do simple routine tasks; and that, "the youth of today do not have the practical experience required to perform many of the jobs asked of them". The attitudes exhibited about formal education were possibly the result of the high degree of ability exhibited by the individuals within the industry. Since many of them were educated through experience, it could be difficult for them to perceive the need and value of formal education programs.

Formal education within the context of this study was any organized program designed to provide instruction in a specific skill area. Although an effort was made to collect information concerning levels and duration of training, approximations appear to decrease in accuracy as size of operation increases. Data in Table X show the numbers of individuals within the various outdoor recreation enterprises investigated who have some amount of formal education within their line of work. Office, kitchen and mechanical personnel accounted for the majority of those identified in the major recreation operations. Training varied from a one week company sponsored program designed to update craftsmen, to four-year college programs in subjects such as hotel management.

TABLE X

FORMAL EDUCATION OF EMPLOYEES WITHIN THEIR LINE OF WORK IN OUTDOOR RECREATION ENTERPRISES

Name of Operation	Number of Employees	Number with Formal Education	
		Number	Percent
Resort Hotels	770	70	9.1
Winter Skiing Areas Within Study Area	333	2	0.6
Youth Programs (includes camps and municipal programs)	148	58	39.1
Amusement Areas	144	2	1.4
Beaches	70	26	37.1
Golf Courses	63	3	4.8
Campgrounds	59	4	6.8
Marinas	35	3	8.6
Party and Excursion Boats	31	1	3.2
Total	1653	169	10.2

Similar data was collected for the supportive enterprises and is presented in Table XI. Outdoor recreation has a higher percentage of individuals with formal education than does supportive industry. This can be accounted for in two ways. First, the outdoor recreation enterprises included a larger number of big employers who offer specialization within individual departments. Secondly, outdoor recreation included many summer activities which employ teachers and older students. Especially in the areas of youth programs and beaches, a high percentage of those listed as having formal education were teachers and students; being more than one-third of total employment in both cases.

If teachers and students were eliminated from the list of those in possession of formal training relating to their work, a figure of nearly six percent approximates the number of individuals working within the outdoor recreation complex who posses formal training. This does not account for people having formal training beyond secondary school, in some unrelated area or occupation.

TABLE XI

FORMAL EDUCATION OF EMPLOYEES WITHIN THEIR LINE OF WORK IN SUPPORTIVE ENTERPRISES

Name of Operation	Number of Employees	Formal Education	
		Number	Percent
Stores - Clothing, Department, General, Grocery, Gift and Hardware	313	36	11.5
Eating and Sleeping Accomodations	292	8	2.7
Sporting Goods Stores	155	9	5.8
Eating Facilities Only	134	1	0.7
Service Stations (Automobile)	31	3	9.7
Sleeping Accomodations	28	0	0.0
Total	953	57	6.0

Data in Table XII show the number of individuals within the various outdoor recreation enterprise categories who had work experience with another concern prior to their employment within the business for which they were working at the time of the interview. It must be recognized that many employees who did not have prior experience have grown-up with the business and are highly competent within their present job title. But, in total, less than a third of all the individuals employed in the outdoor recreation enterprises investigated had prior experience before starting their present employment.

TABLE XII

PRIOR WORK EXPERIENCE OF EMPLOYEES WITHIN THEIR LINE OF WORK IN OUTDOOR RECREATION ENTERPRISES

Type of Enterprise	Number of Employees	Work Experience Number	Work Experience Percent
Resort Hotels	770	353	45.9
Winter Skiing Areas Within Study Area	333	28	8.4
Youth Programs (Includes camps and municipal programs)	148	60	40.5
Amusement Areas	144	14	9.7
Beaches	70	3	4.3
Golf Courses	63	13	20.6
Campgrounds	59	6	10.2
Marinas	35	8	22.9
Party and Excursion Boats	31	6	19.4
Total	1653	491	29.7

A smaller number of individuals with prior work experience was found in supportive enterprise than in outdoor recreational business. This fact may be due in part to the large number of family operations and the smaller overall size of many of these supportive businesses. Table XIII shows a total of 22.7 percent of supportive enterprise employees having prior work experience compared with 31.5 percent of the employees in outdoor recreation enterprises. Thirty-six percent of the employees in Eating and Sleeping Accomodations had prior work experience. This is probably due to the numbers of cooks, waitresses and chambermaids employed there. These employees appeared to be much more mobile than employees within other job titles. The low 7.1 percent of the employees having work experience, found in Sleeping Accomodations employment, would seem to be due to the number of family operations. Many owners bought or started these businesses without prior experience.

TABLE XIII

PRIOR WORK EXPERIENCE OF EMPLOYEES WITHIN THEIR LINE OF WORK IN SUPPORTIVE ENTERPRISES

Type of Enterprise	Number of Employees	Work Experience	
		Number	Percent
Stores - Clothing, Department, General, Grocery, Gift and Hardware	313	38	12.1
Eating and Sleeping Accomodations	292	105	36.0
Sporting Goods Stores	155	33	21.3
Eating Facilities Only	134	32	24.0
Service Stations (Automobile)	31	6	19.3
Sleeping Accomodations	28	2	7.1
Total	953	216	22.7

In both outdoor recreation and supportive enterprise, work experience may have been within the same job title, or it may be of a nature which prepares an individual for his present employment. For example, a camp counselor may have been a camper herself within the same facility in years past and in this way was prepared to become a camp counselor. Or, a cook may have been a cook in several other businesses before accepting his present employment and in that way obtained experience while remaining within a single job title. Persons obtaining experience within individual job titles will usually seek vertical promotion, not just a change of jobs.

The lack of formal training as well as prior work experience, within a job title, appeared to emphasize the importance of on-the-job training and related experience for most employees. This may be an indication that the time is rapidly coming when formal training programs, especially short term, will be a necessity and not just a desireable offering.

Certainly, many inadequacies in the ability of new employees were eliminated by the individual's interest in his job and his having a desire to do his best. The data in Table XIV shows what personality traits employers consider to be important attributes of their employees who meet the public. Each employer was asked to select the five most desireable qualities from a list of nearly a dozen. They were further requested to rank order these traits. Not all employers selected five traits; some said all, some combined items, others selected only one or two. The data in Table XIV show the number of people selecting each quality; their rank ordering of which traits were most important, and total points awarded each quality. The variation of exposures was due to alterations during instrument development. It was interesting to note that the ability to make good impressions and make people feel welcome, "Courtesy" and "Appearance" topped the list of desireable traits, not work capability qualities such as "Pride in Work." The ability to converse with people, "Conversation", and in general dealing with the public, such as "Salesmanship" and "Aggressiveness" appear to be of much less importance. This appears to indicate that although the employers wish their employees to be respectful of the public and their needs, they do not anticipate any great amount of interaction between employees and the people they service.

TABLE XIV

EMPLOYEE PERSONALITY TRAITS EMPLOYERS CONSIDER TO BE OF IMPORTANCE WITHIN EMPLOYEES

Personality Trait	Importance[1]					Total[2] Value	Total Number Respondents	Number Having Opportunity to Respond
	1	2	3	4	5			
Courtesy	19	14	22	14	5	250	74	104
Appearance	17	14	11	8	11	201	61	104
Pride in Work	8	17	14	13	4	180	56	104
Willing to Work	22	7	7	2	8	171	46	104
Cooperation	6	10	6	11	3	113	36	104
Promptness and work attendance	8	3	8	9	1	95	29	60
Dependability	7	6	3	3	3	77	22	44
Conversation	3	4	5	5	9	65	26	104
Salesmanship	6	2	2	0	3	47	13	104
Initiative	4	0	2	3	2	34	11	44
Honesty	2	2	2	3	2	32	11	47
Aggressiveness	1	0	0	1	0	7	2	44
Willingness	0	0	0	0	0	0	0	104

---

[1] 1 = most important

[2] Total value was computed by multiplying the number of responses within each category by a value assigned the column in which the category is contained. Column 1 equals five, column 2 equals 4, column 3 equals 3, column 4 equals 2 and column 5 equals 1. These totals were then added together to equal the total value assigned the characteristic at the left, high score being the most selected trait.

When a comparison is made of the data presented in Tables XIV and XV, it is interesting to note that employers and employees were in general agreement with each other in establishing a rank order of these personality traits.

TABLE XV

EMPLOYEE PERSONALITY TRAITS EMPLOYEES CONSIDER TO BE OF IMPORTANCE WITHIN EMPLOYEES

Personality Trait	Level of Importance					Total[2] Value	Total Number of Respondents
	1[1]	2	3	4	5		
Courtesy	11	11	5	2	9	127	38
Pride in Work	9	8	3	7	12	112	39
Willingness	8	7	4	5	3	93	27
Promptness and work attendance	4	4	9	9	6	87	31
Appearance	4	4	9	9	6	87	32
Job Organization	5	7	4	3	5	76	24
Cooperation	1	4	6	4	8	55	23
Willing to Work	3	1	3	5	8	46	20
Salesmanship	2	3	2	1	7	37	15
Speaking Ability	1	1	1	2	6	22	11
Conversation	1	1	1	3	3	21	9

[1] 1 = most important

[2] Total value was computed by multiplying the number of responses within each category by a value assigned the column in which the category is contained. Column 1 equals five, column 2 equals 4, column 3 equals 3, column 4 equals 2 and column 5 equals 1. These totals were then added together to equal the total value assigned the characteristic at the left, high score being the most selected trait.

In the first instrument, speaking ability, promptness and work attendance and willingness were found to solicit no response.

Appearance of employees was more important to employers than to the employees. Promptness and work attendance was rated high by employees while employers rated this trait at the mid point.

While there is variation, some of which can be attributed to the traits available for selection, it is interesting to note the likeness or ordering between the two tables. Courtesy is the number one quality selected by both employers and employees. Pride in work also is rated in a very similar fashion; being selected as the second most important personality trait by employees, third with employers. Other such comparisons can be made throughout the two tables. This would seem to indicate excellent communication between employers and their employees. Certainly, the personality traits needed by people working within outdoor recreation are recognized by a high percentage of the individuals within the industry.

Courses Offered in Forestry, Conservation and Recreation by Educational Institutions in the New England - New York Area

To obtain data relative to the curricula offered in New England and New York, the State Departments of Education and the Regional Office of Education were asked to provide data in terms of the location of the schools, title of the courses offered, educational level, length of course and the number of years it had been in existance.

Data presented in Table XVI depicts a total of 51 schools offering vocational programs in the general area of forestry, conservation and recreation within New England and New York.[1] Of these 51 institutions, 49 programs were offered on the secondary level, three on the post-secondary and one for the handicapped. No courses for adults were reported which were designed to upgrade employees. The length of the programs varied from one to four years. The modal group was the two-year program at the junior and senior year of high school. If titles reflect content, most of the programs deal primarily with forestry or conservation with only minor emphasis on recreation. Forestry, conservation and recreation have not enjoyed a long tenure in the public schools. Most of these programs have been developed since the Vocational Education Act of 1963. Of the 51 schools offering these programs, the mean tenure was 2.56 years with a range of one to ten.

---

[1] General heading used by USOE to define courses within the subject matter area.

At the time the data was gathered, adult education programs in first aid, woodworking, secretarial practice and some phases of mechanics were being offered in the study area. No adult education programs were found which directly related to the recreational industry. It is therefore concluded that closer communication must be maintained between the recreational complex and educational institutuions if employers are to rely upon the educational community to assist in upgrading their employees.

TABLE XVI

EDUCATIONAL PROGRAMS IN FORESTRY, CONSERVATION AND RECREATION IN NEW ENGLAND AND NEW YORK

State	Number of Schools	Educational Level					Mean Length of course in years	Tenure in Years	
		S	PS	A	DIS.	HAND.		Range	Mean
Connecticut	4	4					2.5	2-3	2.75
Massachusetts	1	1	1				2.5	3	3.00
Maine	4	4					3.0	1-2	1.25
New Hampshire	2	1	1				3.0	3-7	5.00
New York	27	26	1				2.0	1-4	1.96
Rhode Island	5	5				1	2.4	1-10	4.40
Vermont	7	7					2.0	2-15	4.7
Total	50	49	3	0	0	1	2.37	1-15	2.56

The 104 employer respondents were asked to indicate the subject matter areas in which programs of educational institutions could be beneficial to them. Twenty-two (21 percent) did not suggest any program. The high skill areas of mechanics, culinary arts and management were judged most important for training as seen in Table XVII. The employers evidenced interest in short term adult educational programs held immediately prior to the busy season.

TABLE XVII

EDUCATIONAL PROGRAMS SUGGESTED BY EMPLOYERS IN OUTDOOR RECREATION AND SUPPORTIVE ENTERPRISE

Program	Number	Percent
No Program Suggested	22	21.4
Mechanics	19	18.3
Culinary Arts	17	16.3
Management	16	15.4
Housekeeping	8	7.7
Waitress	8	7.7
Selling	4	3.8
First Aid	3	2.8
Secretarial	2	1.9
Woodworking	1	.9
Communications	1	.9
Bartending	1	.9
Grounds Maintenance	1	.9
Ski Patrol	1	.9
Total	104	99.8

Length of Seasonal Employment in Recreation and its Relationship to Other Seasonal Employment

At the beginning of this investigation it was expected that there would be considerable migration between winter and summer part-time and seasonal employment in outdoor recreation and supportive enterprises. This was not found to be the case. The data in Table XVIII provides an indication of the alternate employment held by seasonal and part-time help employed in summer outdoor recreation.

TABLE XVIII

ALTERNATE EMPLOYMENT OF SEASONAL AND PART-TIME HELP EMPLOYED WITHIN SUMMER OUTDOOR RECREATION

Alternate Employment[1,2]	Number Employed	Percent of Employees
Student	666	54.6
Seasonal Employment in the South	274	22.5
Unknown	74	6.1
Retired	73	6.0
Seasonal Work (Locally)	37	3.0
Teachers	29	2.4
Family	29	2.4
Housewives	26	2.1
Full-time Employment	11	.9
Total	1219	100.0

[1] Two Resort Hotels are not included within this table. Information on these enterprises was collected via the initial questionnaire and is not complete. Also, they operate year round.

[2] Data does not contain alternate employment information from outside of the study areas.

It is noted that three quarters of the labor, in the form of students and from help which migrates to the South during the winter, was in no way dependent on the economic areas for winter season employment. These employees were, therefore, one-season recreational employees, and were lost to the economic region during the winter. While many of the remaining summer recreation employees may be resident to the economic area, it appears that few hold employment in outdoor recreation during the winter.

Data were collected concerning part-time and seasonal employment within winter outdoor recreation. This combination showed an entirely different employment pattern than that found in summer recreation. Local housewives and individuals who are employed in unrelated seasonal occupations make up the major portion of this work force. Construction workers were a major source of employees for winter recreation in all the areas studied. Housewives appeared to find winter recreational employment desireable because it was available at a time of year when their children were in school.

Spring and fall employment was found to extend into winter or summer outdoor recreation activity. As is shown in Table XIX, peak operating periods of all outdoor recreation businesses are either summer or winter. Observations by the interviewers revealed that within those enterprises which operate year round, spring and fall are their slack seasons during which the operation was carried on partially to maintain full-time employment for the help and to prepare the facility for the more active seasons.

TABLE XIX

CALENDAR PERIODS OF OPERATION FOR OUTDOOR RECREATION

Type of Operation	Number Studied	Mean Days of Operation	Number of Operations Open to the Public											
			Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Amusement Areas	4	143					1	2 4	4	4	4	4 2		
Beaches	3	93						1 3	3	3	3 1			
Campgrounds	11	191.9	3	3	3	3	5 8	11	11	11	11 10	7 4	3	3
Golf Courses	6	217.5				3 5	6	6	6	6	6	5	4 3	2
Marinas	3	363	3	3	3	3	3					3	3	3
Party and Excursion Boats	4	116					1	1 4	4	4	4 2	1		
Resort Hotels	6	188	2	2	2	2 1	2	4 5	6	6	6 4	4 3	1	2
Winter Skiing Areas Within Study Area	8	176.4	8	8	7	3 1	2 2	2	4	4	3	3 1	1	1 8
Youth Programs	6	161	2	2	2	2	2	2 3	6	6 5	2	2	2	2

[1] ▨ - Periods during which all enterprises of the type indicated, and under study, were in operation.

[2] ◫ - Indicates to the nearest half month periods during which various operations closed down.

The data in Table XX reveal how spring and fall are periods of reduced activities by depicting months during which seasonal help is employed within the outdoor recreation studied. It also provides greater emphasis on the extent of summer oriented outdoor recreation activities. Even resort hotels, which operate on a year-round basis, have little need for seasonal employees in the spring of the year. During the fall, there is some activity but, as previously stated, this is primarily an extension of summer activities through the fall foliage season. After students return to school, fall outdoor recreation becomes a weekend only business according to several employers.

It appears that there was seasonal joining within different outdoor recreation enterprises which make year-round employment for an individual by two businesses on an alternate season basis possible. But, such opportunities appear minimal within the economic areas investigated.

TABLE XX

CALENDAR PERIODS DURING WHICH SEASONAL HELP IS EMPLOYED WITHIN OUTDOOR RECREATION

Type of Operation	Number Studied	Number of Operations Employing Seasonal Help											
		Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Amusement Area[3]	4			1	1	2	2 ▨4	▨4	▨4	▨4	▨4 2		
Beaches	3						▨3	▨3	▨3	▨3			
Campgrounds[4]	11				3	8	▨11	▨11	▨11	▨11 9	7	3	
Golf Course[5]	6						▨6	▨6	▨6	▨6			
Marinas	3						▨3	▨3	▨3	▨3			
Party and Excursion Boats	4						▨4	▨4	▨4	▨4			
Resort Hotels	6	2	2				▨6	▨6	▨6	▨6 4	4 3	1	2
Winter Skiing Areas Within Study Area	▨8	▨8	▨8	7			3	5	5	4	4		1 ▨8
Youth Programs	6						▨6	▨6	▨6	▨6			

[1] ▨ - Periods during which all enterprises of the type indicated, and under study, employed seasonal help.

[2] ◫ - Indicates the half month period during which seasonal help either began or ended.

[3] March, April and May Seasonal Maintenance Personnel

[4] Other than school vacations, seasonal help is primarily retired individuals.

[5] Part-time seasonal employment from April until mid June and Sept. to mid Nov.

Data presented in Table XXI show the periods of greatest income periods within various enterprises supportive to outdoor recreation. Employment needs of supportive enterprises appeared to be very much like that found in outdoor recreation. Where summer was the period of greatest activity, and thus employment, a total of 54 percent of the total income of supportive enterprises was found to be accumulated during this season. Winter was next in importance, especially when speaking of businesses which support the winter skier. Fall appeared to be a good period for recreational traveling and the outfitting of the recreationalist for the winter season. Spring was again a period of greatly reduced activities during which the supportive enterprises depend on the trade of year-round residents within the economic area for survival.

TABLE XXI

CALENDAR PERIODS OF GREATEST INCOME TO SUPPORTIVE ENTERPRISES

Type of Operation	Number Studied	Summer June-Aug.		Fall Sept.-Nov.		Winter Dec.-Feb.		Spring March-May		No Response	
		No.	Per-cent	No.	Per-cent	No.	Per-cent	No.	Per-cent	No.	Per cen
Eating and Sleeping Accomodations	16	6	37.5	4	25.0	4	25.0	2	12.5	0	0.
Eating Facilities Only	9	5	55.5	0	0.0	3	33.4	0	0.0	1	16.6
Stores-Clothing, Department, Grocery, Gift and Hardware	8	6	75.0	1	12.5	1	12.5	0	0.0	0	0.0
Sleeping Accomodations Only	7	5	71.4	2	28.6	0	0.0	0	0.0	0	0.0
Sporting Goods Stores	6	1	16.6	2	33.4	3	50.0	0	0.0	0	0.0
Service Stations (Automobile)	4	4	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	50	27	54.0	9	18.0	11	22.0	2	4.0	1	1.0

The data presented in Table XXI in combination with Tables XIX and XX show the interdependence between outdoor recreation enterprises and the supportive businesses.

Table XXII depicts the second busiest periods of operation within various enterprises supportive to outdoor recreation. Data presented in this table is based on gross income by season. It supports a very similar picture to that found in Table XXI. Again, spring offers little activity; maintenance and construction being the main business of all enterprises at this time. Work of this type is handled by full-time employees or seasonal help hired in, on a short-term basis, to do specific jobs.

TABLE XXII

SECOND CALENDAR PERIOD OF GREATEST INCOME TO SUPPORTIVE ENTERPRISES

Type of Operation	Number Studied	Summer June-Aug.		Fall Sept.-Nov.		Winter Dec.-Feb.		Spring March-May		No Response	
		No.	Per-cent	No.	Per-cent	No.	Per-cent	No.	Per-cent	No.	Per-cent
Eating and Sleeping Accomodations	16	5	31.2	5	31.2	6	37.6	0	0.0	0	0.0
Eating Facilities Only	9	1	11.1	4	44.5	3	33.3	0	0.0	1	11.0
Stores-Clothing, Department, General, Gift and Hardware	8	4	50.0	1	12.5	3	37.5	0	0.0	0	0.0
Sleeping Accomodations	7	2	28.6	2	28.6	3	42.8	0	0.0	0	0.0
Sporting Goods Stores	6	1	16.6	0	0.0	2	33.4	0	0.0	3	50.0
Service Stations (Automobile)	4	1	25.0	0	0.0	3	75.0	0	0.0	0	0.0
Total	50	14	28.0	12	24.0	20	40.0	0	0.0	4	8.0

Whatever the seasonality of employment, it was apparent from the many comments made by employers that there were two factors influencing people to seek the employment. These reasons were (1) its availability and (2) their liking for the work. Within a given season there appeared to be ample employment opportunity, it is between seasons that some residents of the economic areas appeared to experience hardships in keeping jobs.

The number of hours worked was dependent on the season, more than the job. Full-time and seasonal employees worked from 36 to 48 hours per week. Both employers and employees indicated a willingness to work longer hours. However, the labor laws requiring time and one-half pay prevented these extra hours except in emergency situations. Many managers and owners claimed a 60 hour plus work week during peak seasons. The hours worked by part-time employees were less, averaging 16 to 32 hours. Many of these individuals worked only on weekends. Slack seasons offered a different picture in that no seasonal help was normally employed, and full-time help would work a 40 hour or less work week. Part-time help varied the most depending on job title, employer, and the skills required. It appeared quite evident that peak season employment offers full-time employment for most all full-time and seasonal employees when based on the forty-hour work week.

The comments of owners and managers indicate another problem within seasonal employment other than that imposed by seasonality of activities. That is the seasonality imposed by the available employees. Students must return to school even though the summer season has not ended. Construction workers leave outdoor recreation for construction because of better money, often before the recreation season ends. Housewives end their employment when the children are home. Thus, it appears that there are ties between outdoor recreation and other seasonal employment, but that these relationships do not fully compliment each other.

Instrument Development

No material could be found which dealt specifically with employment within outdoor recreation. It was, therefore, necessary to rely on instruments used in employment studies of other fields. It was recognized that the people in the industry were the ones who had to be consulted in order to collect the needed information and develop definative categories of job titles for the recreation complex. This concept was confirmed by all groups and individuals who were consulted concerning the organization of the project. The next steps were to determine the best way to contact people within the outdoor recreation complex, and to decide who should be contacted, exactly what needed to be found out, and how best to record the information which they provided.

It became obvious that outdoor recreation facilities and enterprises supportive to these businesses could not be separated from each other when studying employment. The amount of intertwining of job titles and employment opportunity as well as the general dependence of the various enterprises on each other, made such a separation appear to be impractical. Therefore, a further qualification of an instrument had to be that it would be capable of recording data on both outdoor recreation and supportive enterprises. Initially, separate instruments were considered as possible solution. Later they did not seem practical because of the similarity of information which was needed from each part of the complex.

A mail-out questionnaire was the first instrument considered primarily because it could reach a large population with limited time and funds. Such an instrument was found to be unsatisfactory because categories for answering the items relative to employment in the outdoor recreation complex had not been established. Consideration of this factor caused the deletion of the mail-out questionnaire as a possible instrument. However, it had very obvious value for future work when more is known about employment in the outdoor recreation complex. Therefore, the final instrument revision of this investigation was directed toward creating a mail-out questionnaire using the job titles and other information collected during this work.

The second instrument developed was an employee questionnaire. This questionnaire was found unsuitable as the major instrument. It appeared, however, that it might be very useful in assisting data collection performed by another technique. It was felt an employee questionnaire could be used to determine if questions asked of employers were soliciting accurate answers and also that it might bring to attention new areas for exploration. The decision was, therefore, made to use this instrument as a secondary questionnaire in the pilot investigation.

Results obtained with the employee questionnaire, which is exhibited in Appendix A, were of some value within the anticipated areas. However, the degree of value was very dependent on the specific aspect of outdoor recreation, in which students and teachers comprise the majority of help, the instrument was far less valuable than in the other aspects of the outdoor recreation complex. In supportive enterprise and winter outdoor recreation, the questionnaire could be quite valuable because the help is non-student and, therefore, many of the employees' experiences have had a bearing on the degree of ability possessed to do a satisfactory job within their job title. There were, however, definite limitations. The primary one being the disassociation of the part-time and seasonal employees' job titles within outdoor recreation or supportive enterprise and their employment at other seasons of the year. Although there were certain commonalities found, the link in skills and experience training between these two employment areas were often not visible. In addition, employers within smaller operations, especially family operations, were found to have sufficient data concerning the backgrounds of their employees. This eliminated the need for employee questionnaires in many instances. Possible application was in the investigation of large employers in which the employees exhibit diverse backgrounds of alternate employment. Housewives, students, retired persons and teachers need not be included in this category. They were found to be employed within the outdoor recreational complex either because it was a job available within the geographic area, or because it offered seasonal employment when they were available for such work.

With many employees within larger enterprises, it often appeared that there was some connection between previous experience and present employment. It was also apparent that where this situation existed, some generalizations about employees could be drawn from the employer questionnaire. For example, chefs must have prior work experience and formal training is to be desired. This information was derived from employer questionnaires, but could easily be a summation of employee questionnaires as completed by chefs.

For future recreational study, the real value of the employee questionnaire may be in providing support information in order to validate the conclusions drawn from manager or employer questionnaires. Although efforts were made to develop a hand-out questionnaire which would be self explanatory, it was found that the interviewer had to be available to insure completion of the instrument. Several techniques of administering the instrument were tried prior to reaching this conclusion. Individual interview was effective, but much too time consuming for the quantity of information yielded. Another technique used was that of explaining the questionnaire and its function to the employer and asking him to provide copies to specified number of individuals within each job title in which he had employees. Asking the employer to assist by giving out questionnaires required a minimum of interviewer time, but the results were not satisfactory. Either the employer did not find ample time to get the instruments out to his employees or the employees were unable to do a complete job of supplying data requested. Possibly the failure to obtain desired results while using the employer as a middle man was an indication of just how far employers are willing and able to assist such a study before it hampers their operation beyond tolerable levels.

The most effective technique of obtaining valid recreational industry data was the group interview. This method, again, requires close cooperation of the employer. It is definitely a method recommended for any work involving an employee questionnaire in the future. A good example of this technique, and the outstanding cooperation evidenced by the industry, would be the New Hampshire ski area manager who allowed the study staff to interview all his available employees at one time as they started work in the morning. The instrument was explained and administered to the employee group during work hours. It allowed for consultation between employees, maximum utilization of interviewer's time and an accurate and complete collection of data. When individual employees were in need of assistance, it was provided so that questions were clear enough to insure concise responses. Obviously, a technique of this type must be preplanned and scheduled, perhaps at the time of employer interviewing. Whatever the technique, employees seemed to be as interested in the investigation as the employers. Cooperation was excellent and it appeared that most employees enjoyed being considered as a part of the study.

To obtain data concerning the total employment picture within the outdoor recreation complex, the primary instrument finally selected was an interview schedule for use with employers and managers. Instrument design was based on the objectives outlined in the "Instrument Development" section of Chapter III. Ideas for format and presentation of questions were taken from interviewer's schedules used in employment studies within other fields. After development and local testing, the first employer-manager questionnaire was put into use to investigate winter outdoor recreation and supportive enterprise in the Mount Washington Valley area of New Hampshire. This instrument was eight pages in length, (Appendix A) which immediately proved to be excessive in bulk even though there were only 18 major questions presented. Because this questionnaire was developed to collect specific data, excessive emphasis had been placed on design with a proportionate loss of quality in organization and cuing for presentation of questions. One assumption which was taken into account during the developing of this questionnaire was that there would be a definite difference in ability levels required of various employees. The decision was, therefore, made to collect the data at two different training levels; one where employees would require less than two weeks training to do their job, and the other where two or more weeks of training would be required to do the work within a specific job title. The jobs requiring two or more weeks of training for satisfactory performance were known as Positional Level jobs. One section of the instrument dealt specifically with unskilled help with the remainder of the instrument concerned with positional level employees. Such a distinction does exist, but it was soon evident that employers were not able to consistantly place many of the various job titles within one or the other classification. Lack of formal on-the-job training programs appeared to be one reason for this problem. Also, the prior experience of new employees weigh heavily in determining how long is required to train an individual for the new job. In the final analysis, this would appear to be a decision that must be made by educators, or other individuals contemplating training program needs, not by employers. The revised questionnaire made no such distinction as "Positional Level Employee."

The second major instrument design error was also the result of assumptions made about the outdoor recreation complex. It was recognized that there would be full-time, part-time, and seasonal employees within the industry. Therefore, questions were segregated into groups based on these classifications. What was not realized, was that these people would be so similar in many of the characteristics being investigated by this study. This not only made data collection and recording confusing, but also meant that certain questions were asked of one group of employees and not another. Later experience with the revised instrument showed how the level or type of employment could be determined by the answers which were given.

Once the design problems mentioned above were recognized, interviewers were instructed to bypass the "Positional Level Employee" section of the instrument and to record data on a generalized basis so that the confusion of distinguishing between full-time, part-time and seasonal employees would be minimal. The instrument was utilized in the interviewing of fifty supportive and eight winter outdoor recreational enterprises in the upper Carroll and lower Coos County Region of New Hampshire. It was also the instrument used in collecting data from two winter skiing areas outside of the State of New Hampshire, one in Vermont and one in New York State.

The majority of the questions within the instrument proved of value to the investigation. There were, however, several changes needed in the manner in which they were presented, the technique prescribed for recording the data, and the location of questions in reference to one another. In addition, there were questions deleted when it was determined that the data they were recording proved to be of minimal value.

An additional machine tabulated questionnaire was developed based upon the experiences the study staff encountered in this study and the categories of job titles which were found within the recreational and supportive enterprises. This instrument can be used as an interview or mail-out instrument.

Regional Application

In addition to the winter ski areas in New Hampshire, the management of ski areas in Lake Placid, New York, Stowe, Vermont, and Sugar Loaf Mountain, Maine, were interviewed. The data obtained from these three areas supported the findings and conclusions of the study. For example, with the addition of the three ski areas, there were a total of 803 employees in the skiing industry. Thirty-three percent were full-time employees. Ten percent were part-time with fifty-seven percent seasonal employees. The generalizations about the employment situation in winter recreation areas were strengthened by the data gathered. For example, seasonal employees were in high demand; however, key personnel were employed on a full-time basis to insure their continuance with the establishment. High weekend employment was evident in these areas as was true in the New Hampshire areas. The Stowe, Vermont, area had more advancement opportunities due to the size of the enterprise with its subsequent departmentalization.

Expansion plans of the ski areas in New York, Maine and Vermont were similar to the New Hampshire study area. Two expected to continue to expand, one felt they had reached the limits of expansion.

Job title identification was accomplished as indicated in the following table. Size of the recreational complex determined the amount of departmentalization. One ski area outside the New Hampshire area included as part of its enterprise a rather extensive motel-restaurant complex which accounts for the job titles in this area. Entry level wages were similar to those wages paid in New Hampshire. The federal minimum wage probably had the greatest influence, with supply and demand as secondary importance for part-time and seasonal help.

The number of employees who had received formal education within their line of work was higher for the areas outside of New Hampshire. This may have been caused by the larger sized units which send employees to formal programs.

Approximately 20 percent of the employees in these ski areas had prior work experience in winter recreation. This was higher than in the New Hampshire ski areas studied, but compared favorably with the experience within the total study area.

TABLE XXIII

JOB TITLES IDENTIFIED IN OUTDOOR RECREATION IN MAINE - NEW YORK - VERMONT

Job Title	D.O.T. Number	Total	Full Time	Part Time	Seasonal	Entry Level
Maintenance Men	899.381	93	83	0	10	1.75
Ski Instructor	153.228	73	2	3	68	1.85
Ski Patrolman	379.868	62	5	0	57	1.60
Ski Lift Operator	341.865	59	5	0	54	1.85
Waitress with tips	311.878	25	15	0	10	1.20
Snow Maker	899.287	16	1	0	15	1.25
Chamber Maid	323.887	15	10	0	5	1.75
Grounds Keeper	407.884	10	5	0	5	1.25
Sales Personnel	290.478 286.358	9	3	0	6	1.35
Bus Boy	311.878	8	2	0	6	1.75
Secretary	201.368	8	8	0	0	1.75
Cook-Short Order	314.381	7	7	0	0	2.25
Deskman	211.468	6	6	0	0	2.00
Managers	187.168 320.137 163.118	6	6	0	0	6.00
Ticket Sales	211.468	6	1	2	3	1.75
Chef	313.131	5	5	0	0	2.75
Parking Attendent	915.588	5	0	3	2	1.75
Bookkeeper	210.388	4	4	0	0	1.75

TABLE XXIII - CONTINUED

Job Title	D.O.T. Number	Total	Full Time	Part Time	Sea-sonal	Entry Level
Chef's Assistant	313.131	4	4	0	0	2.25
Utility Boy	955.887	4	2	0	2	1.25
Cook	313.381	3	3	0	0	1.70
Assistant Manager	187.168 320.137 163.118	1	1	0	0	5.00
Public Relations Man	165.068	1	1	0	0	4.50
Warehouse Man	922.887	1	1	0	0	2.00

When formal education and prior work experience are considered together, the importance of on-the-job training is emphasized. Personality traits of employees which employers rated high included appearance and courtesy. Employers wanted their employees to make good impressions, showing less interest in pride in work, promptness and initiative. Apparently, employers felt that these latter traits could be internally corrected, whereas the impression made on the public was crucial. No determination was completed of the personality traits which employees considered important for their position.

The season of operation for the three out-of-state ski areas was the same as for the New Hampshire areas. One area operated some lifts during the summer months to accomodate the summer recreationalist. The average season of operation was from mid December through the first of April in normal years. The layoff period for seasonal help was after April first to November 15. One area reported some seasonal employment during the summer.

Conclusions

There are many job opportunities within outdoor recreation and its supportive enterprises, which are of concern to vocational education. The secondary and post-secondary educational institutions must accept the responsibility for preparing individuals for entry level employment and the upgrading of people who wish to advance themselves within their employment. Courses must be planned for the secondary, post-secondary, and adult levels and be available to the disadvantaged and handicapped where applicable. Conclusions drawn from the results of this study are:

1. The outdoor recreation complex with the supportive enterprises is a dynamic industry offering full-time, part-time, and seasonal employment to large numbers of people. The employment opportunities in these enterprises will improve as expansion plans become realities.

2. Employment opportunities are greater and more varied during the summer season with greater opportunity for the unskilled worker to find employment.

3. Seasonal employment in the winter or summer season ends with that particular season. There is no general movement from summer recreation to winter recreation and vice versa.

4. The majority of job titles identified in this study were below the managerial level with on-the-job training being the only method available to train the new employees.

5. Personality traits were considered important to the success of the employee and thus the enterprise by employers. The ability to be courteous and present a good appearance to the patron was considered extremely important by the employers.

6. Schools in New England and New York are not meeting the needs of people who seek employment in recreation in the adult and post-secondary programs.

7. An instrument was developed which could adequately collect data on the outdoor recreation complex with its supportive enterprises. Job opportunities relative to the categories of full-time, part-time, or seasonal within specific job titles can be identified. Specific skills within the job title

can be identified through the use of the Dictionary of Occupational Titles.

Recommendations

1. The final instrument developed in this study should be used in a study of recreation and its supportive enterprises in New England and New York to determine the job opportunities and employment needs of the recreation complex. This will allow a concerted effort to be made to meet the needs of this industry.
2. Further study of the secondary and post-secondary programs within New England and New York should be undertaken to identify areas of emphasis within the on-going programs in the forestry, conservation and recreation area.
3. The recreation complex with its supportive enterprises and educational institutions should open avenues of communication to develop programs on the secondary, post-secondary, and adult levels to teach entry level competencies and upgrade present employees.
4. Educational institutions utilizing the recreation complex and supportive enterprises should develop advisory councils to keep educational institutions aware of the changing needs of industry.
5. Cooperative work experience programs should be developed to allow students to receive on-the-job experience within the recreation and supportive enterprises.
6. Core programs for clusters of skills and/or job titles should be developed to make students aware of the opportunities in the outdoor recreational complex.
7. An open-ended program of adult education in recreation should be developed in which anyone can enroll, be tested, enter at his particular level, progress at his own speed, and to complete that portion of the program he needs for job competency.

BIBLIOGRAPHY

Books

Ackoff, Russell L., THE DESIGH OF SOCIAL RESEARCH, The University of Chicago Press, Chicago, Illinois, 1953.

Allen, Shirley Walter, Leonard, Justin Wilkinson, CONSERVING NATURAL RESOURCES, McGraw-Hill Book Company, New York, 1966.

Clepper, Henry, CAREERS IN CONSERVATION, The Ronald Press Company, New York, 1963.

Doell, Charles E., ELEMENTS OF PARK AND RECREATION ADMINISTRATION, Burgess Publishing Company, 426 South Sixth Street, Minneapolis 15, Minnesota, 1963.

Gage, N. L., HANDBOOK OF RESEARCH ON TEACHING, Rand McNally and Company, Chicago, Illinois, 1963.

Herbert, Fred W., CAREERS IN NATURAL RESOURCE CONSERVATION, Henry Z. Walck, Inc., New York, 1965.

Highsmith, Richard M., Jensen, I. Granville and Rudd, Robert D., CONSERVATION IN THE UNITED STATES, Rand McNally and Company, Chicago, 1963.

Neal, Harry Edward, NATURE'S GUARDIANS, Julian Messner, 8 West 40th Street, New York 18, 1966.

Outdoor Recreation Resources Review Commission, OUTDOOR RECREATION FOR AMERICA, Superintendent of Documents, U. S. Government Printing Office, Washington, D. C., 1962.

Smith, Clodus R., Partain, Lloyd E., Champlin, James R., RURAL RECREATION FOR PROFIT, The Interstate Printers and Publishers, Inc., Danville, Illinois, 1966.

United States Department of Agriculture, OUTDOOR USE, Superintendent of Documents, Washington, D. C. 20402, 1967.

Yomane, Taro, STATISTICS, AN INTRODUCTORY ANALYSIS, Harper and Row Publishers, 49 East 33rd Street, New York 16, New York, 1964.

Yound, Robert K., Veldman, Donald I., INTRODUCTORY STATISTICS FOR THE BEHAVIORAL SCIENCES, Holt, Rienhart and Winston, New York, 1965.

Research Publications

A National Program of Research for RURAL DEVELOPMENT AND FAMILY LIVING, Research Program Development and Evaluation Staff, Room 318-E Administration Building, U.S.D.A., Washington, D. C. 20250, 1968.

Annis, William H., Perrigo, Joseph E., A PILOT STUDY TO DETERMINE THE NEED FOR CURRICULUM MODIFICATION IN VOCATIONAL-TECHNICAL EDUCATION IN NEW HAMPSHIRE, University of New Hampshire, The New Hampshire State Department of Education in Cooperation with the New Hampshire Research Coordinating Unit, September, 1968.

A Series of Papers presented at a 1964 graduate and faculty seminar in Integrated Natural Resources, THE OUTDOOR RECREATION PHENOMENON, New York State College of Agriculture, Cornell University, Ithaca, New York, 1964.

Bevins, Malcolm I. (Chairman), Bond, Robert S., Corcoran, Thomas J., McIntosh, Kenneth D., McNeil, Richard J., CHARACTERISTICS OF HUNTERS AND FISHERMEN IN SIX NORTHEASTERN STATES, Bulletin 656, Northeast Regional Research Publication, Agricultural Experiment Station, University of Vermont, Burlington, Vermont, October, 1968.

Center for Vocational and Technical Education, RESEARCH SUMMARIZATION OF STATE SURVEYS OF PERSONS EMPLOYED IN OFF-FARM OCCUPATIONS NEEDING COMPETENCIES IN AGRICULTURE, The Ohio State University, May, 1965.

Commonwealth of Massachusetts, Department of Natural Resources, A RESOURCE-RECREATION PROGRAM OF ECONOMIC OPPORTUNITIES IN MASSACHUSETTS, Department of Natural Resources, Commonwealth of Massachusetts, Boston, Mass., August, 1964.

Cushman, Harold R., Christensen, Virgil E., and Bice, Garry R., OFF-FARM AGRICULTURAL OCCUPATIONS IN NEW YORK STATE, Agricultural Education Division, Rural Education Department, New York State College of Agriculture, Cornell University, Ithaca, New York, 1965.

Drake, William E., Tom Frederick, K. T., ENTRY OCCUPATIONS IN OFF-FARM AGRICULTURE - A Survey and Task Analysis of Entry Level Off-Farm Agricultural Occupations in New York State, Agricultural Education, Department of Education, New York State College of Agriculture, Cornell University, Ithaca, New York, 1968.

Research Publications (cont.)

ERIC Clearinghouse, ABSTRACTS OF RESEARCH AND RELATED MATERIALS IN VOCATIONAL AND TECHNICAL EDUCATION, The Center for Vocational and Technical Education, The Ohio State University, Columbus, Ohio.

Foster, John H., Associate Professor, Department of Agricultural and Food Economics, THE PRIVATE OUTDOOR RECREATION INDUSTRY IN PLYMOUTH COUNTY, MASSACHUSETTS, Publication 431, Cooperative Extension Service, University of Massachusetts, Amherst, Massachusetts, March 1965.

______________, THE PRIVATE RECREATION INDUSTRY IN ESSEX COUNTY MASSACHUSETTS, Publication 427, Cooperative Extension Service, University of Massachusetts, Amherst, Massachusetts, 1965.

Jahns and Smith, A PROFILE OF NON-RESIDENT RECREATION PROPERTY OWNERS IN AN APPALACIAN COUNTY, Department of Agricultural and Extension Education, College Park, Maryland, January, 1968.

Mondart, C. C., Sr., Curtis, C. M., Dobbins, Loy H., Hyde, William Sanford, Leflow, James C., Sullivan, Lehman R., SELECTED JOB TITLE DESCRIPTIONS FOR NON-FARM AGRICULTURAL JOBS IN LOUISIANA, Department of Vocational Agricultural Education, School of Vocational Education, College of Agriculture, Louisiana State University, Baton Rouge, June 1967.

New Hampshire State Planning Project, Land Water Recreation Report #5, TRAVEL HABITS OF THE MOTORIST IN NEW HAMPSHIRE, Part I--Summer, State of New Hampshire, Concord, New Hampshire, September, 1964.

______________, NORTHEAST SKIER MARKET, Report #6, State of New Hampshire, State Planning Project, Concord, New Hampshire, November, 1964.

______________, Land Water Recreation, Report #8, TRAVEL HABITS OF THE MOTORIST IN NEW HAMPSHIRE, Part II--Winter, State of New Hampshire, Concord, New Hampshire, April 1965.

______________, ECONOMIC IMPACT OF RECREATION, VACATION, AND TRAVEL ON NEW HAMPSHIRE, Report #9, State Planning Project, State of New Hampshire, Concord, New Hampshire, July 1965.

Research Publications (cont.)

New Hampshire State Planning Project, Land Water Recreation, Report #10, THE WATER RESOURCES OF NEW HAMPSHIRE, State of New Hampshire, Concord, New Hampshire, September, 1965.

______________, Land Water Recreation Report #12, NEW HAMPSHIRE PUBLIC WATER BODIES AND PUBLIC ACCESS POINTS, Part II, State of New Hampshire, Concord, New Hampshire, September, 1965.

______________, Land Water Recreation, Report #13, THE HAMPSHIRE OUTDOOR RECREATION PLAN, State of New Hampshire, Concord, New Hampshire, October, 1965.

______________, Land Water Recreation, Report #14, INVENTORY OF PUBLIC AND PRIVATE OUTDOOR RECREATION AREAS IN NEW HAMPSHIRE, State of New Hampshire, Concord, New Hampshire, November, 1965.

______________, LAND WATER RECREATION, Report #15, State of New Hampshire, Concord, New Hampshire, 1966.

Phipps, Lloyd J., Hemp, Paul, Krebs, A. H., Warmbrod, J. Robert, Fuller, Gerald R., TECHNICIANS AND OTHER WORKERS WHO NEED TECHNICAL KNOWLEDGE, Vocational and Technical Education Department, College of Education, University of Illinois, June, 1964.

Roenigk, W. P., Cole, G. L., A PROFILE OF DELAWARE CAMPERS, Bulletin 370, Agricultural Experiment Station, University of Delaware, Newark, Delaware, June, 1968.

State of Maine, Department of Education, A STUDY OF NEEDS FOR VOCATIONAL AND TECHNICAL TRAINING IN MAINE, State of Maine, Department of Education, Augusta, Maine, 1959.

State of New Hampshire, Department of Employment Security, EMPLOYMENT SUMMARY FOR NEW HAMPSHIRE, Economic Analysis and Reports, Concord, New Hampshire, 1968.

Traver, E. Cifton, AN ANNOTATED BIBLIOGRAPHY OF RESEARCH AND MATERIALS RELATING TO CAMPER CHARACTERISTICS AND PREFERENCES, Department of Agriculture Economics, New York State College of Agriculture, Ithaca, New York, June, 1965.

The Recreation Sub-Committee, Carroll County Rural Areas Development Committee, SURVEY OF CARROLL COUNTY SKI AREAS, Cooperative Extension Service, University of New Hampshire, Durham, New Hampshire, February, 1963.

Research Publications (cont.)

United States Department of Agriculture, Forest Service, CAMPING, Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C., May, 1962.

____________, Forest Service, OUTDOOR RECREATION IN THE NATIONAL FORESTS, Bulletin No. 301, U. S. Government Printing Office, September, 1965.

____________, RURAL DEVELOPMENT AND FAMILY LIVING, Research Program Development and Evaluation Staff, Room 318-E Administration Building, U.S.D.A. Washington, D. C. 20250, 1968.

____________, RURAL RECREATION--NEW OPPORTUNITIES ON PRIVATE LAND, Miscellaneous Publication No. 930, Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C., 1963.

____________, RURAL RECREATION--A NEW FAMILY-FARM BUSINESS, Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C., 1962.

____________, RURAL RECREATION ENTERPRISES FOR PROFIT, Bulletin No. 277, U. S. Government Printing Office, Washington 25, D. C. 20402, October, 1963.

United States Department of the Interior, Bureau of Outdoor Recreation, FEDERAL OUTDOOR RECREATION PROGRAMS, U. S. Government Printing Office, November, 1967.

____________, Bureau of Outdoor Recreation, NORTHERN NEW ENGLAND VACATION HOME STUDY, U. S. Government Printing Office, Washington, D. C., 1966.

____________, Bureau of Outdoor Recreation, NORTHERN NEW ENGLAND VACATION HOME STUDY, Appendix I, U. S. Government Printing Office, Washington, D. C., 1966.

____________, Bureau of Outdoor Recreation, NORTHERN NEW ENGLAND VACATION HOME STUDY, Appendix 2, U. S. Government Printing Office, Washington, D. C., 1968.

____________, Bureau of Outdoor Recreation, OUTDOOR RECREATION ACTION, Superintendent of Documents, U. S. Government Printing Office, Washington, D. C. 24402.

Phamplets

Alden, Howard R., Samson, Ralph S., SO YOU'RE PLANNING AN OUTDOOR RECREATION BUSINESS, Bulletin No. 493, Idaho Agricultural Extension Service, February, 1968.

Chadwick, Arms C., Bevins, Malcolm I., Hanchett, Eugene C., Sargent, Frederic O., HOW TO DEVELOP A CAMPGROUND, Brieflet 1095, Vermont Extension Service, University of Vermont, Burlington, Vermont.

Guidance Department, A SURVEY OF THE CLASS OF 1968, Kennett High School, Conway, New Hampshire.

Moore, Elmer J., Resource Development Division, Economic Research Service, RURAL RECREATION ENTERPRISES IN NEW ENGLAND, Agriculture Economic Research Report No. 56, Resource Development Economic Division, Economic Research Service, U. S. D. A., May, 1964.

United States Department of Agriculture, Forest Service, FOREST RECREATION FOR PROFIT, Agriculture Information Bulletin No. 265, Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C., August, 1962.

______________. Soil Conservation Service, RECREATION IN SMALL WATERSHED PROJECTS, PA610, U. S. Government Printing Office, Washington, D. C., 1964.

APPENDIX A

INSTRUMENTS USED IN THE STUDY AND FINAL INSTRUMENT FOR USE IN PHASE II OF THE STUDY

EMPLOYMENT OPPORTUNITIES AND EDUCATIONAL REQUIREMENTS FOR JOBS IN OUTDOOR RECREATION AND CONSERVATION ENTERPRISES

Enterprise:		Phone #:	Code #:
Mailing Address:	Zip Code:	Classification of Enterprise:	
Business Contact:	Sex:	Additional Information on Enterprise Classification:	
Position.			
Number of years Enterprise in Operation:		Interviewer #:	Date: / /

(DISREGARD THIS QUESTION IF IT IS OBVIOUS THAT THE CLASSIFICATION OF THE ENTERPRISE IS CORRECT)

1. For the purpose of this investigation, we have classified your enterprise as a - - - - - -. (refer to the classification above)

   If you feel this to be in error, or can provide us with more specific information, please do so.

WHEN ANSWERING QUESTIONS PERTAINING TO THE AMOUNT OF EMPLOYMENT, PLEASE KEEP IN MIND THE FOLLOWING.

A. FULL-TIME EMPLOYEE - ANY PERSON WHO DERIVES HIS MAIN INCOME FROM YOUR ENTERPRISE AND WORKS ALL YEAR ROUND, USUALLY ON A FULL-DAY BASIS.

B. PART-TIME EMPLOYEE - ANY PERSON WHO WORKS FOR YOUR ENTERPRISE ON A YEAR-ROUND BASIS BUT IS NOT CONSIDERED TO BE A FULL-TIME EMPLOYEE. THESE INDIVIDUALS MAY DERIVE A MAJOR PORTION OF THEIR INCOME FROM OTHER SOURCES OF EMPLOYMENT.

C. SEASONAL EMPLOYEE - (MAY BE REFERRED TO AS PEAK-SEASON EMPLOYEE) - ANY PERSON WHO IS EMPLOYED FULL TIME DURING THAT TIME OF YEAR WHEN YOU ARE VERY BUSY, CAMPING GROUNDS DURING THE SUMMER, SKIING AREAS DURING THE WINTER, ETC. THESE INDIVIDUALS WOULD NOT BE EMPLOYED AT ALL DURING YOUR SLACK SEASON(S).

2. Which months or parts of months is your business or enterprise NOT in operation?

   Open All Year- ☐

   JANUARY, FEBRUARY, MARCH, APRIL, MAY, JUNE, JULY, AUGUST, SEPTEMBER, OCTOBER, NOVEMBER, DECEMBER (Circle those months in which you are closed. Designate half months by putting a line through the half in which you are closed.)

3. What percent of your business is based on recreation?. . . . . . . ☐

4. Circle those months during which you employ seasonal help.

   JANUARY, FEBRUARY, MARCH, APRIL, MAY, JUNE, JULY, AUGUST, SEPTEMBER, OCTOBER, NOVEMBER, DECEMBER

Code # ______________

5. How many people are employed by your enterprise? (PLEASE INCLUDE YOURSELF)

FT	PT	S

Please supply the following information about your employees, after first having segregated them into their various departments and/or job titles. We are assuming that your statements except where specified, will refer to all of your employees within a job classification, rather they are full-time or otherwise.

6. a. Department									
b. Job Title									
c. Number of persons employed in this job title	FT	PT	S	FT	PT	S	FT	PT	S
d. On the average how long do you find employees in this job classification stay in this type of work. (May record as a percent.)	L T One Sea.	One Sea.	Sev. Sea.	L T One Sea	One Sea.	Sev. Sea.	L T One Sea.	One Sea.	Sev. Sea.
	FT								
	PT								
	S								
e. What skills are required of a person doing this job?									
f. How are these people usually trained for this job? 1. Company trained 2. Formal education 3. On-the-job training 4. No special skills required 5. Must have prior exp. 6. Short courses	1. 2. 3.	4. 5. 6.		1. 2. 3.	4. 5. 6.		1. 2. 3.	4. 5. 6.	
	Comments or other								
g. How many people did you hire this past year in this job title for: 1. Expansion 2. Replacement	FT	PT	S	FT	PT	S	FT	PT	S
	1.			1.			1.		
	2.			2.			2.		
h. How many hours per week do these individuals usually work? During: peak season(s) slack season(s)	FT	PT	S	FT	PT	S	FT	PT	S
i. What is the average pay for entry level employees in this job classification?	/hr. /da. /wk. Plus: Room Board Tips			/hr. /da. /wk. Plus: Room Board Tips			/hr. /da. /wk. Plus: Room Board Tips		
j. What is the average pay after 3-5 years?	/hr. /da. /wk.			/hr. /da. /wk.			/hr. /da. /wk.		

Code #__________

GENERAL EMPLOYMENT CONSIDERATIONS

7. a. How many of your employees have any formal education in their line of work? (May use percent)

None	FT	PT	S	All

Type of Training:

____

____

b. How many of your employees have had prior work experience in their line of work? (May use percent)

None	FT	PT	S	All

Type of Experience:

____

____

c. How many of your employees have been employed by you for five or more years?

None	FT	PT	S	All

d. How many employees have you promoted from one job title to another in the past five years?

None	FT	PT	S

Job Prior to Promotion	Job After Promotion

8. From where do you obtain your help? (May use percent)

	Hired As			
	FT	PT	S	All
a. Employment Security				
b. Application made by individuals (OTHER THAN STUDENTS AND HOUSEWIVES) who are seeking employment				
c. STUDENTS who work during vacation periods and other free time				
d. HOUSEWIVES who apply or whom you seek out				
e. Word or mouth and personal contact (other than STUDENTS AND HOUSEWIVES)				
f. Other sources (Please Specify)				

9. a. What jobs would be held by your employees when they are not employed by you ?

Job	No. of Employees Envolved (May use percent)	(b.) Would this other employment be: FT	PT	S

10. a. Are you presently planning for any furture business expansion?

YES	NO

Please Explain: ______________________________

____

b. What new types of employees will you be needing in the next several years?

FT	PT	S

Kind (Job Title): ______________________________

____

____

Code # ____________

11. From the following list of areas of personal development or personality, please indicate the five most important characteristics in their order of importance. One indicating the most important through five as the least important of the key characteristics.

	Number		Number
1. Aggressiveness		7. Honesty	
2. Appearance		8. Initiative	
3. Conversation		9. Pride in Work	
4. Cooperation		10. Salesmanship	
5. Courtesy		11. Willing to Work	
6. Dependability		12. Others:	

12. a. Are there any formal (in-school) programs of Occupational Education which have been of service to you?

YES	NO	DO NOT KNOW

b. What Program	Why

13. What kind of training program do you feel could be of greatest value to your enterprise if offered in a formal curriculum? (The length could vary from two weeks through two years.)

(PLEASE BE AS SPECIFIC AS POSSIBLE)

Subject Area	Age Group to Train	Length of Course	Time of Year To Give Course	Comments

14. Please list any source of training information used by your enterprise in the training of your employees.

Title	Source	Cost

15. Do you wish to receive a copy of the report that will result from this study?

YES	NO

16. COMMENTS:

EMPLOYMENT OPPORTUNITIES AND EDUCATIONAL REQUIREMENTS IN OUTDOOR RECREATION

Name:	**Study Code:**
Company Title:	**Enterprise Code:**
Business:	**State:**
Business Address:	**Date:**

FULL-TIME EMPLOYEE - ANY PERSON WHO DERIVES HIS MAIN INCOME FROM YOUR ENTERPRISE AND WORKS ALL YEAR ROUND, USUALLY ON A FULL DAY BASIS.

PART-TIME EMPLOYEE - ANY PERSON WHO WORKS FOR YOUR ENTERPRISE, BUT DERIVES A MAJOR PORTION OF HIS INCOME FROM OTHER SOURCES OF EMPLOYMENT.

SEASONAL EMPLOYEE - ANY PERSON WHO IS EMPLOYED FULL TIME DURING THAT TIME OF YEAR WHEN YOU ARE VERY BUSY, CAMPING GROUNDS DURING THE SUMMER, SKIING AREAS DURING THE WINTER, ETC.

Keeping in mind the above definitions, we would like to know the following general considerations about your business.

1. **Number of years this business has been in operation. . . . . ____**

2. **What seasons of the year are you open for business (indicate 1 as busiest to 4 for least busiest)**

Spring ____ **Fall ____**

Summer ____ **Winter ____**

	Full-time	Part-time	Seasonal
3. Number of Employees this season as:			
4. Number of Employees with formal education in their line of work			
5. Number of Employees with prior work experience in recreation.			

	Full-time	Part-time	Seasonal
6. What is the normal tenure in years for your employees			
7. Number of Employees hired through			
A. Employment Security			
B. Written Application			
C. Personal Contact			
D. Other (Specify)			
8. Number of employees who are also			
A. Students			
B. Teachers			
C. Housewives			
D. Tradesmen			
E. Farmers			
F. Industrial Workers			
G. Retired			
H. Other (Specify)			

9. From the following list of personality characteristics, please number 1-6 the six characteristics you consider most important for employees in your enterprise. 1=most important.

___Aggressive in completing tasks

___Appearance - clean and neat

___Conversation - Meets public well

___Cooperative with others

___Courteous to all

___Dependable

___Honest

___Initiates work

___Job organization

___Pride in work

___Sales Ability

___Willing to work

Indicate the five subject matter areas that you would encourage your employees to learn about through either company training programs or formal classes.

C=Company training program A= Adult education classes

Accountant
Animal Management
Bellhop training
Communication Skill
Concrete Skills
Culinary Arts
Desk Clerks
Electricity
Electronics
Erosion Control
First Aid
Floral Design
Forestry
Greenhouse operation
Housekeeping
Human and Public Relations
Landscaping
Mechanics
Middle Management
Navigation
Nursery Operation
Salesmanship
Secretary
Skiing
Supervisory Training
Teaching Skills
Veterinary Assistant
Waitress Training
Waste Disposal
Welding
Wildlife
Woodworking
Other (Specify)

PART II - THE FOLLOWING QUESTIONS ARE CONCERNED WITH THE DEPARTMENTS AND JOB TITLES WITHIN YOUR RECREATION ENTERPRISE

Department-Administration						
	Job Titles					
	Manager	Assistant Manager	Bookkeeper	Cashier	Accountant	
1. Number employed full-time						
2. Number employed part-time						
3. Number employed seasonal						
4. Number of people hired for replacement purposes						
5. Number of people hired for expansion purposes						
6. Hours worked per week A. Peak Season						
B. Slack Season						
7. Beginning pay per hour						
Check if ( ) Plus tips						
Plus Room						
Plus Board						
8. Average pay per hour after 3-5 years						
9. Check if formal education would be helpful						
10. Number of employees trained for this position by: A. Company program						
B. Formal Education						
C. On-the-job training						
D. Have prior Experience						
E. Other (Specify)						

APPENDIX B

LIST OF RESPONDENTS

TECHNICAL ACTION PANEL

INTERSTATE STEERING COMMITTEE

Bartlett

Attitash Recreation Area
Route 302

Bartlett Hotel Lounge and
Restaurant
Bartlett

Bernerhot Inn and
Restaurant
Route 302 and 16

Conway

Beach Camping Area
Route 16

Bill's Place
Route 16

Conway Cafe
Main Street

Cove Camping Area
Stark Road

Cover Bridge
Kancamagus Highway

Eastern Slopes Camping
Area
Route 16

Harmon's
Route 16

Labnon Brothers
Main Street

Passaconway Campground
Kancamagus Highway

Pine Hill Restaurant
and Cabins
Route 16

Presidential Inn
Route 16

Saco River Camping Area
Route 16

Snow Mobile Hut
Conway Center

Western Auto Association
Store
Conway

Dover

Cocheco Country Club
Gulf Road

Eaton Center

Camp Waukeela
Eaton Center

Camp Wonalancet
Eaton Center

Glen

Green Meadow Camp Ground
Glen

Storybrook Motor Inn
Route 16 and 302

Greenland

Portsmouth Country Club
Country Club Drive

Hampton Beach

Gauron Deep Sea Fishing

Hampton Beach Marina
3 Ocean Blvd.

Hampton Beach (cont.)

Hampton Beach State Park

Seashell State Park

Smith and Gilmore
Fishing Pier
3 Ocean Blvd.

Wallis Sands State Park

Intervale

House of Color
Route 16

Intervale Ski Area
Intervale

New England Inn
Route 16A

Jackson

Abbotts Ski Lodge
Route 16

Appalachian Mountain Club,
Pinkham Notch Camp
Route 16

Black Mountain Tramways
Route 16

Christmas Farm Inn
Route 16A

Eagle Mountain House
Jackson Center

Iron Mountain House
St. Highway

Jack Frost Shop
Center Jackson

Storyland
Route 16

Streeter's Motor Court
Route 16

Spruce Mt. Lodge and Ski Area
Jackson

Thorn Hill Lodge
Thorn Hill Road

Tyrol Inc.
Jackson

Wentworth Hall
Jackson Center

Whitney's Inn and Restaurant
Route 16

Wildcat Tavern
Jackson Center

Wildcat Valley Country Store
Main Street

Jefferson

Santa's Village
Route 2

Six Gun City
Route 2

Madison

Camp Tohkomeupog
East Madison

Camp Wampineauk
East Madison

King Pine Ski Area
East Madison

New Castle

Wentworth By The Sea
New Castle

Newington

Great Bay Marina
Newington

Newmarket

Rockingham Country Club
Route 108

North Conway

Birchmont Hotel
Main Street

Briarcliff Motel
Route 16

Carriage Inn
Intervale Road

Carroll County Ski Doo
Main Street

Carroll Reed
North Conway

Clover Motel
Main Street

Cranmore Inn
Kearsage Road

Cross Country Motel
Intervale Road

Eastern Slope Inn
Main Street

Eating House Restaurant
Mt. Cranmore

Echo Lake State Park
North Conway

Hildbrand Newspapers
Main Street

Hill's IGA
Kearsage Road

Howard Johnson
Junction Route 302 and 16

Joe Jones
North Conway

Junge's Motel
Route 16

Lamplighter Campground
Route 16

Lyman's Service Station
Main Street

Lobster Trap
West Side Road

Main Street Motor Mart
Main Street

North Conway Country Club
Box U

Northway Clam Box
Main Street

Oxen Yoke
Kearsage Road

Perry's Restaurant Motel
and Cabins
Route 16A

Recreation Director
North Conway

Robbins and Kollins Inc.
Main Street

Ski Mobile
North Conway

Ski Stuff
Main Street

Stanley's Drive Inn
North Conway

Tartan Motel
Lower Main Street

North Conway (cont.)

White Trellis Motel
Intervale Road

Yield House
Route 16 and 302

North Hampton

Sacamore Golf Club
101 North Hampton

Pinkham Notch

Wildcat Ski Area
Route 16

Portsmouth

Mike's Marina
Route 1B

Recreation Department
135 Daniel Street

Tee-Off Driving Range
2350 Lafayette

Viking Dock
Cores Warf

Rye

Farragut House
Rye Beach

Granite State Party Boat
Rye Harbor

Tamworth

Chocorau Motor Ski
Tamworth

Elliot Brothers Garage
Route 16

Pine Knoll Campground
Tamworth

Tamworth Camping Area
Lewis Hitchcock Depot Road

Tamworth Inn
Main Street

Ski Areas Outside of Study Area Used to Check the Instrument

Mt. Mansfield, Inc.
Stowe, Vermont

Sugarloaf Ski Area
Kingfield, Maine

Whiteface Mountain Ski Area
Wilmington, New York

CARROLL COUNTY TECHNICAL ACTION PANEL

1. Mr. Lyman J. Belnap
County Office Manager
Agricultural Stabilization and Conservation Service

2. Mr. John Damon
County Agricultural Agent
Cooperative Extension Service

3. Mr. Arthur Dodge
County Forester
Cooperative Extension Service

4. Mr. James Haine
County Work Unit Supervisor
Soil Conservation Service

5. Mr. Verland Ohlson
District Chief
U. S. Forestry Service

6. Mrs. Elizabeth Roper
County Youth Development Agent
Cooperative Extension Service

7. Mrs. Joan Smith
District Chief
Public Welfare Department

8. Miss Marion Stocking
Extension Home Economist
Cooperative Extension Service

INTERSTATE STEERING COMMITTEE

1. Mr. Gary Bice
Assistant Professor
Agricultural and Extension Education
University of Vermont

2. Mr. Alton Bridges
Consultant, Agricultural Education
Maine State Department of Education

3. Mr. Julian Carter
Consultant, Agricultural Education
Vermont State Department of Education

4. Dr. Louis Cohen, Chief
Bureau of Occupational Education Research
New York State Department of Education

5. Dr. Philip Edgecomb
Assistant Professor
School of Education
University of Massachusetts

6. Mr. Wallace Elliott
Consultant, Agricultural Education
Maine State Department of Education

7. Dr. Gerald Fuller
Head, Agricultural Education
University of Vermont

8. Dr. Howard Martin
Professor of Education
University of Connecticut

9. Dr. Harold Noakes, Chief
Bureau of Agricultural Education
New York State Department of Education

10. Dr. David Schontz
Assistant Professor
Agricultural Education
University of Rhode Island